BENCHMARK REPORT

2011 Social Marketing

New research and insights on the
monetization of social marketing for ROI

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2011 Social Marketing Benchmark Report

New research and insights on the monetization of social marketing for ROI

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EXECUTIVE SUMMARY

NEW RESEARCH AND INSIGHTS ON THE MONETIZATION OF SOCIAL MARKETING FOR ROI

Social media continues to have a profound effect on marketing, and the use of this channel for marketing purposes is rapidly evolving. Last year's study revealed how social media marketing was maturing, resulting in a clear shift from tactical to strategic thinking.

In this report – MarketingSherpa's third annual benchmark of social media marketing – we find that many organizations in the strategic phase of social marketing maturity are now monetizing the channel. These marketers are not only projecting ROI, they are proving it.

This report examines how these organizations are overcoming the challenge of social media monetization, and which strategies have proven to be most effective for achieving this important objective. This Benchmark Report also provides comprehensive coverage of many other topics critical to social marketing success.

The collective wisdom of 3,342 social media marketers

More than 3,300 marketers shared their social media knowledge in one of the most extensive surveys in the industry – the MarketingSherpa 2011 Social Marketing Benchmark Survey. You can use this valuable knowledge to compare your own organization's practices and performance against industry norms.

Organized for fast and easy reference

The *2011 Social Marketing Benchmark Report* is a comprehensive reference guide containing nearly 150 charts with analytical commentary, hundreds of informative insights from your peers, several abridged case studies of real-life social marketing campaigns and more. To help you quickly locate the information most relevant to your marketing situation, we have consistently segmented data throughout this report by:

- Average of all respondents
- Phases of social marketing maturity
- Primary marketing channels
- Key industry sectors
- Organization size

Highlights of this year's study

- The strategic priorities of CMOs and senior marketing executives for social marketing
- Why the most important objectives for social marketing address the most difficult challenges
- The values and costs organizations are using to calculate the ROI of social marketing
- How organizations are allocating social media budgets and where these budgets reside
- The usage, effectiveness and difficulty of social marketing tactics and platforms
- How marketers are integrating social media with other tactics in the inbound marketing mix
- How agencies view their clients' social marketing efforts

Benchmark Report

MarketingSherpa Benchmark Reports provide marketing executives and practitioners the comprehensive research data and insights needed to compare an organization's practices and performance against industry benchmarks, and guide strategic decisions and tactical planning.

KEY FINDING: CMO PRIORITIES HAVE CHANGED – NOW IT'S "SHOW ME THE MONEY"

Not long ago, few marketers believed that social media was a channel that could be quantified in terms of a financial return on investment (ROI). The value of social media was qualitative and defined in terms of "awareness," "engagement" and other soft metrics difficult to attribute to ROI. This is no longer the case. As this chart shows, senior marketing executives are expecting either quantifiable ROI or outcomes that contribute directly to ROI, like converting social media members and followers into paying customers.

Chart: CMO priorities focused on driving ROI, by social marketing maturity phase
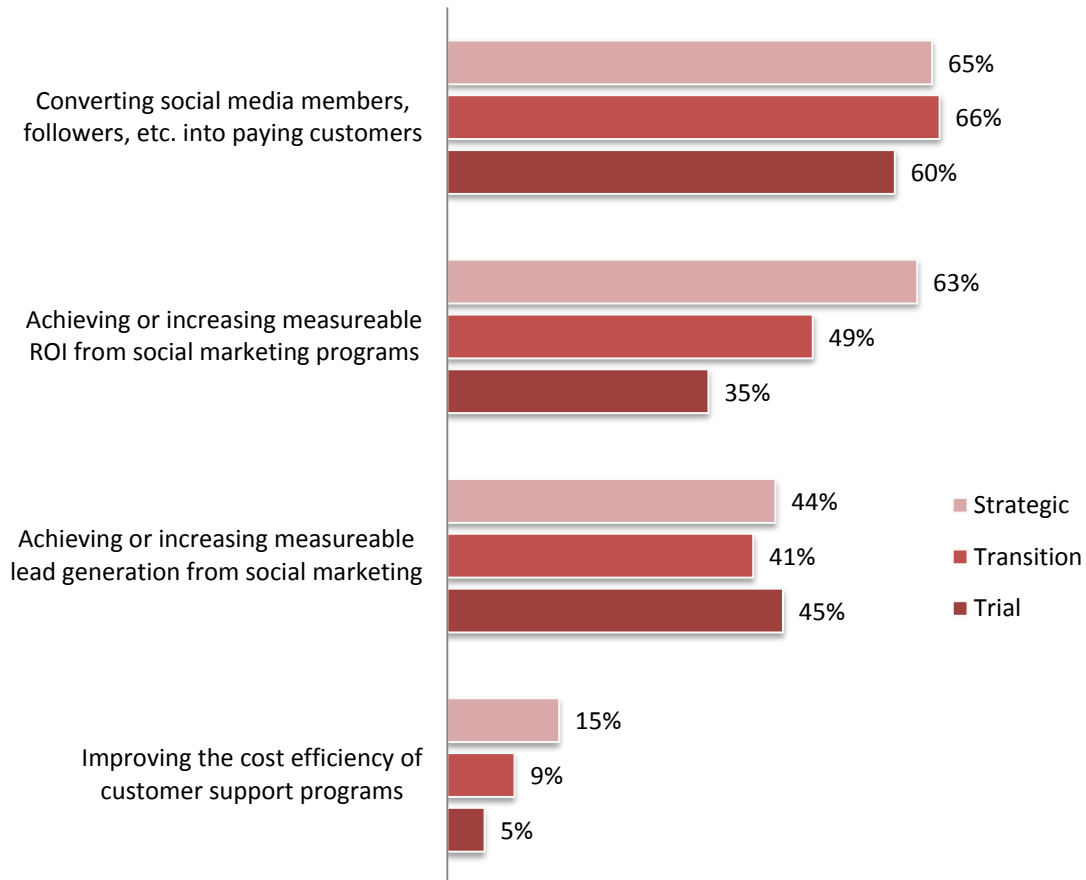
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

This chart breaks out organizations responding to the survey by their phase of social marketing maturity. It demonstrates the disparity in the prioritization of "Achieving or increasing measurable ROI from social marketing programs" between CMOs in the Strategic phase (63%) and those in the Trial phase (35%). Strategic phase social marketers are much more likely to have the monetization of this channel under way.

Social marketing return on investment is a measure of the financial value returned from each dollar invested in this channel. This chart points out an often-overlooked financial value – "Improving the cost efficiency of customer support programs." Using social media to enable customer "self-service" will significantly reduce associated costs. Yet only about one in ten organizations consider this a priority.

KEY FINDING: SPENDING PROJECTIONS STACK UP TO LAST YEAR'S SUBSTANTIAL INCREASES

Last year's survey projected significant social marketing budget increases for 2010. As the chart shows, budget projections for 2011 are similar. This repeat in projected spending growth indicates that confidence in the business value of social marketing also continues to grow, which is great news for social marketers.

So, what's driving the growing investment and confidence in social marketing? In a word – monetization.

Chart: Trend in annual social marketing budget planning shows continued increases
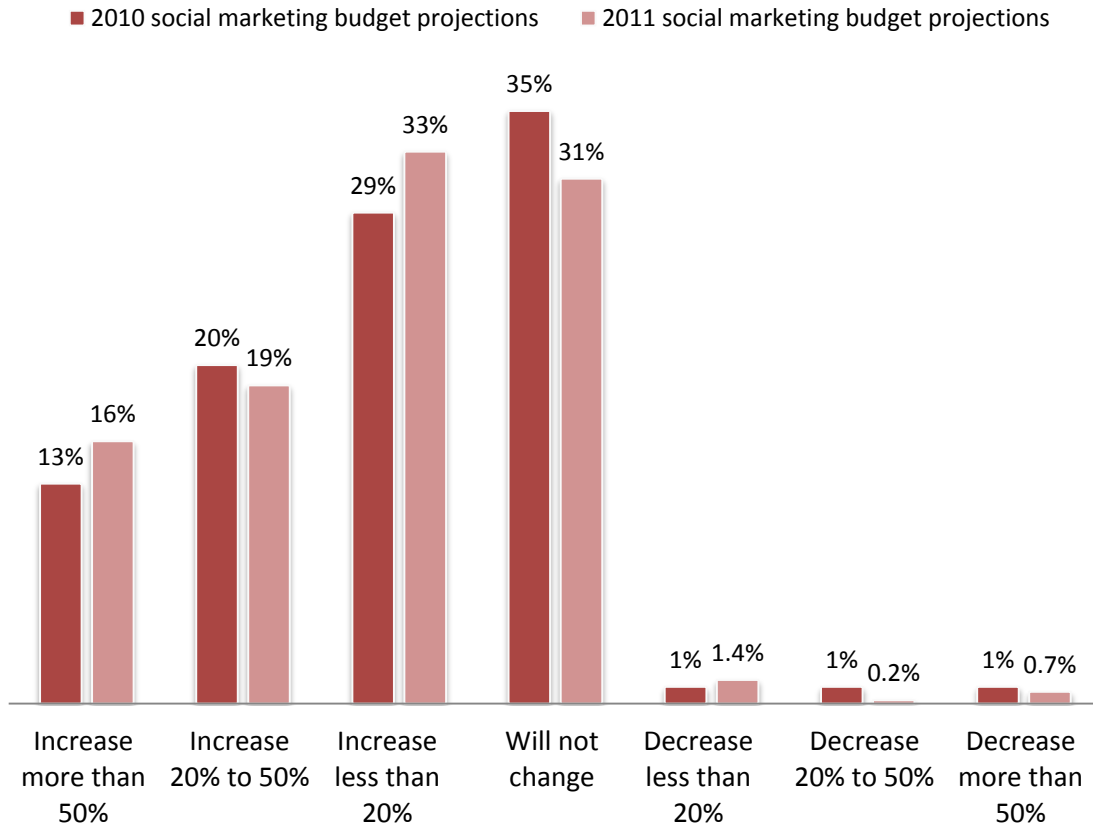
■ 2010 social marketing budget projections ■ 2011 social marketing budget projections

	Increase more than 50%	Increase 20% to 50%	Increase less than 20%	Will not change	Decrease less than 20%	Decrease 20% to 50%	Decrease more than 50%
2010	13%	20%	29%	35%	1%	1%	1%
2011	16%	19%	33%	31%	1.4%	0.2%	0.7%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

After enduring several years of "hype" about the business value of social media, where few proven practices and even fewer success stories existed, marketers are turning the promise of social media into the ROI of social marketing.

In this year's survey, 20 percent of CMOs said that social marketing is producing a measurable ROI for their organization, and that they would continue to invest in this tactic. This percentage has nearly tripled from 7 percent a year ago and the perception of social marketing's value continues to improve.

"Social media has moved from being seen as a trend or fad, to becoming an instrumental channel for marketing, communications and sales."

-Marketer Insight on perception

KEY FINDING: "FAST AND EASY" TRUMPS TACTICAL EFFECTIVENESS

Cross-tabulating response data from various questions in a survey can provide an interesting perspective on research findings. Here we combine three questions about social marketing tactics: The effectiveness to achieve objectives, the degree of difficulty to implement each tactic, and the percentage of organizations using them.

Chart: Three-dimensional view of social marketing tactics
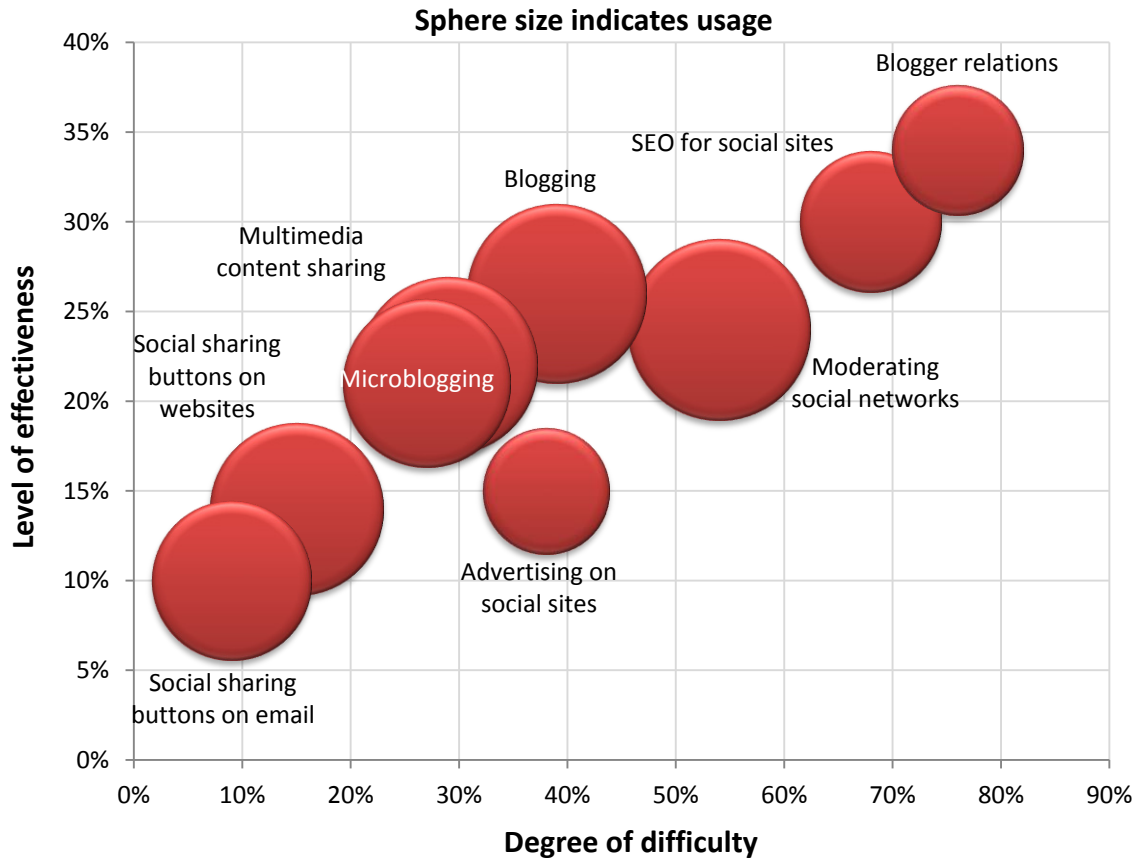
Sphere size indicates usage

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

What we find, more often than not, is that "fast and easy" trumps effectiveness when it comes to determining which tactics to implement. For example, the most effective tactic shown in the chart above, blogger relations is used by far fewer organizations than other less-effective tactics. The reason: as a tactic, blogger relations has the highest degree of difficulty.

This focus on "fast and easy" versus effectiveness is a problem far more prevalent among organizations in the Trial phase of social marketing maturity than with more advanced social marketers working from a strategic social marketing plan.

KEY FINDING: SOCIAL CRM INTEGRATION AN EARLY STAGE STRATEGY WITH MOMENTUM

Customer Relationship Management (CRM) is a proven strategy that requires a combination of people, processes and technology to put into practice. Extending the CRM strategy to social media by collecting actionable intelligence on their conversations, behaviors and preferences in these channels is rapidly gaining momentum. While only 6 percent of organizations have fully implemented Social CRM (SCRM), an additional 56 percent say they either have started to extend the strategy or are planning to.

Chart: Status of organizations implementing Social CRM (SCRM)
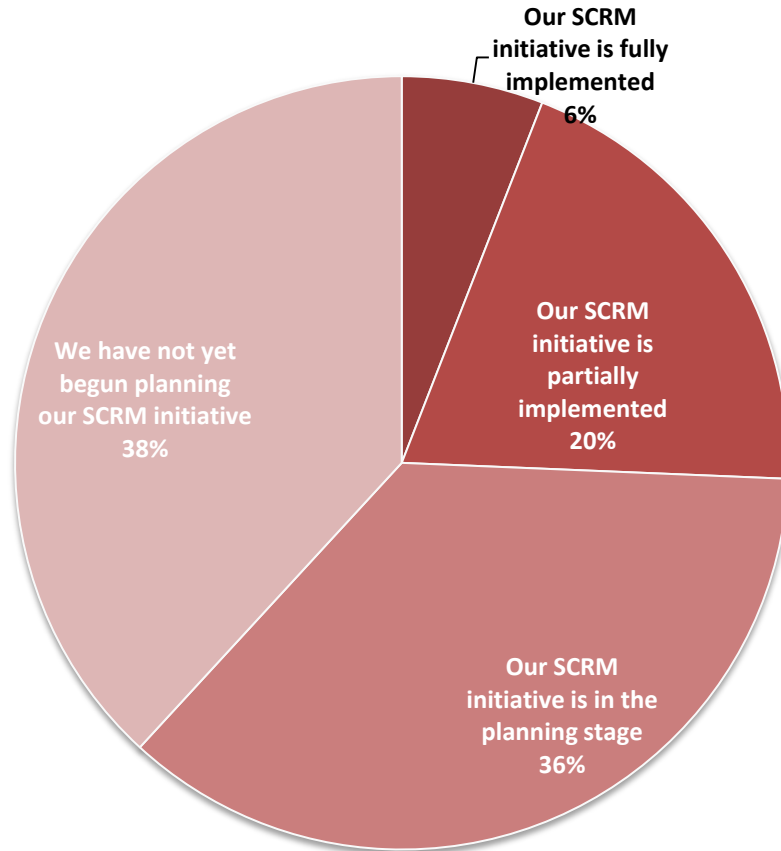
Our SCRM initiative is fully implemented
6%

Our SCRM initiative is partially implemented
20%

We have not yet begun planning our SCRM initiative
38%

Our SCRM initiative is in the planning stage
36%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

While the adoption of SCRM practices is rapidly emerging, extending the traditional CRM strategy to social media is easier said than done. It requires a shift in thinking from CRM as a front office (sales, marketing and customer service) initiative to SCRM as a customer-driven initiative. SCRM empowers the customer to provide value to the relationship through intelligence gathered on their social conversations. These conversations are having a significant impact on brands. No longer is your brand what you say it is; your brand is what *they* say it is. Successfully implementing SCRM will be an important challenge for marketers who wish to optimize their customer relationships by joining and leveraging these conversations.

"Getting all our systems to work together to provide meaningful data and opportunities is really a challenge."

-Marketer Insight on SCRM

CHAPTER 1: SOCIAL MEDIA MARKETING MATURITY, CHALLENGES AND OBJECTIVES

Throughout this report, we have segmented benchmark data by three phases of "social marketing maturity." The process an organization uses to plan, execute and measure the performance of social marketing programs determines the phase of social marketing maturity. The goal of this segmentation is to demonstrate the disparity in the performance of social marketing programs by each phase of maturity.

REACHING THE STRATEGIC PHASE OF SOCIAL MARKETING MATURITY

Q. Which statement best describes the process your organization uses to plan, execute and measure the performance of social media marketing programs?

Chart: Organizations transitioning from Trial to Strategic phase of social marketing maturity

We have a formal process with thorough guidelines we routinely perform - Strategic phase
19%

We do not have a process or guidelines for performing social marketing programs - Trial phase
34%

We have an informal process with a few guidelines we sporadically perform - Transition phase
47%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

While 34percent of organizations are still in the Trial phase of social marketing maturity, 19 percent have reached the Strategic phase and use a formal process with thorough guidelines they routinely perform to improve effectiveness. The remaining organizations (47%) are in transition between the Trial and Strategic phases.

Chart: Organizations in each phase of social marketing maturity, by primary channel
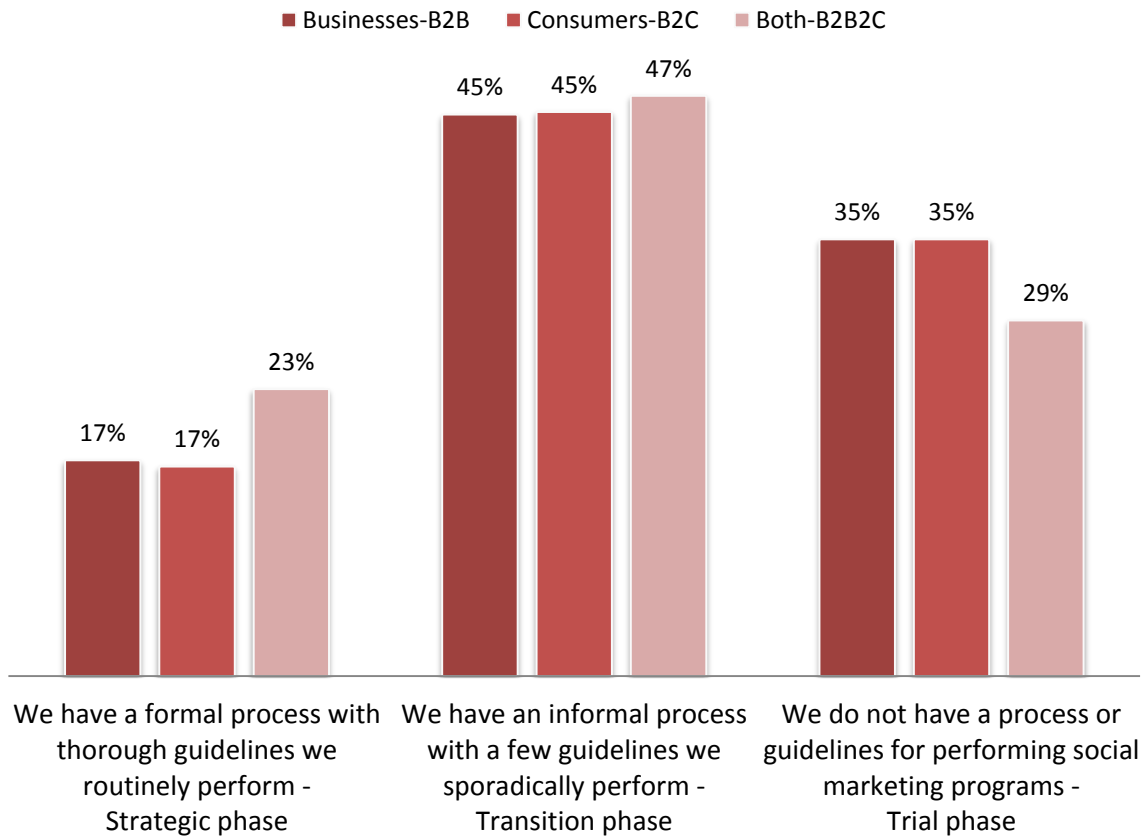
■ Businesses-B2B   ■ Consumers-B2C   ■ Both-B2B2C

	We have a formal process with thorough guidelines we routinely perform - Strategic phase	We have an informal process with a few guidelines we sporadically perform - Transition phase	We do not have a process or guidelines for performing social marketing programs - Trial phase
Businesses-B2B	17%	45%	35%
Consumers-B2C	17%	45%	35%
Both-B2B2C	23%	47%	29%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Organizations marketing to both businesses and consumers, whether separately or synchronously are faced with a more complicated channel scenario. To manage the complexity, B2B2C marketers are more likely to document and rely on repeatable processes for assuring success.

While 17percent of organizations with single B2B or B2C primary channels have reached the Strategic phase of social marketing maturity, 23 percent of those marketing through both channels are in the Strategic phase. Conversely, the same disparity exists between single- and multichannel marketers who remain in the Trial phase of social marketing maturity.

Chart: Organizations in each phase of social marketing maturity, by industry
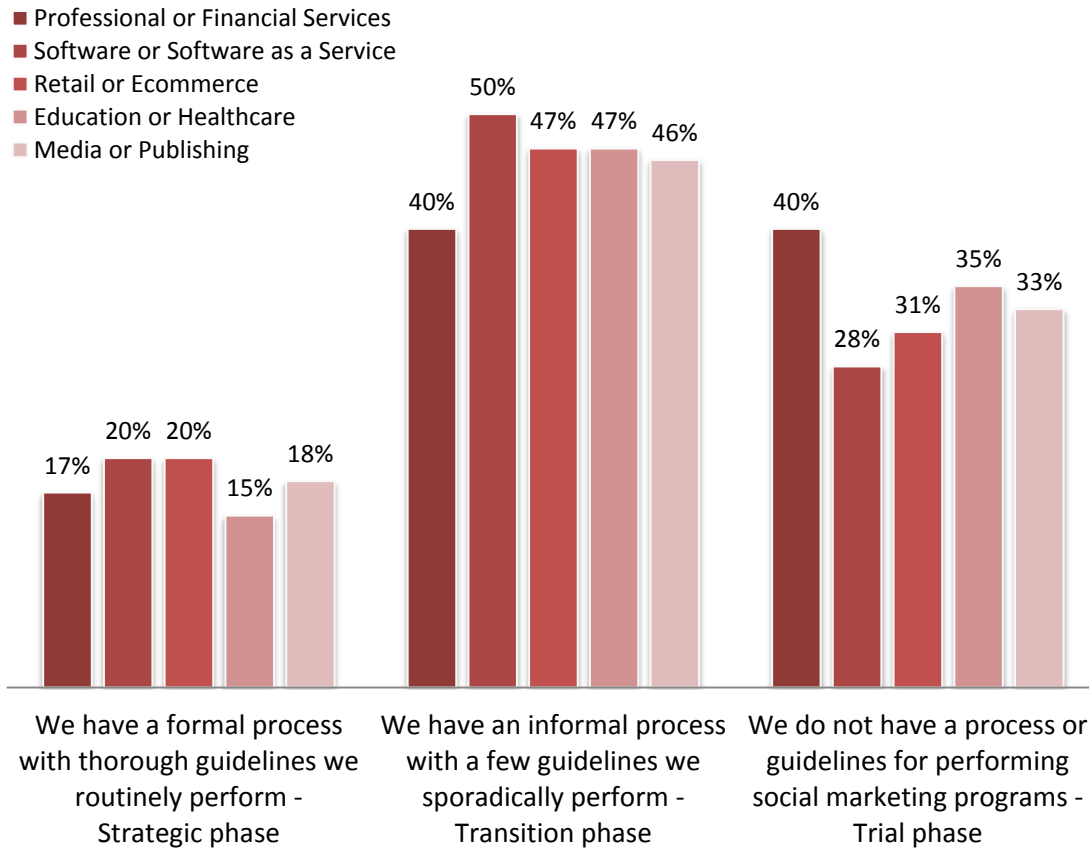
- Professional or Financial Services
- Software or Software as a Service
- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

We have a formal process with thorough guidelines we routinely perform - Strategic phase

17%   20%   20%   15%   18%

We have an informal process with a few guidelines we sporadically perform - Transition phase

40%   50%   47%   47%   46%

We do not have a process or guidelines for performing social marketing programs - Trial phase

40%   28%   31%   35%   33%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Organizations in the professional/financial services or education/healthcare sectors are lagging behind other industries when it comes to advancing from the Trial to Transition phase of social marketing maturity. Social marketing benefits from the transparent sharing of information. For organizations in these sectors, legal issues or industry ethics may hinder this sharing of information.

Those in the software or SaaS sector are not only unhindered by the sharing of information, they understand and embrace technology-driven marketing practices such as social media. For this reason, they are much less likely to remain in the Trial phase of social marketing maturity.

Chart: Organizations in each phase of social marketing maturity, by organization size

■ Lg (more than 1,000 emp)   ■ Med (100 to 1,000 emp)   ■ Sm (fewer than 100 emp)

	Strategic phase	Transition phase	Trial phase
Lg	30%	40%	27%
Med	20%	47%	30%
Sm	14%	47%	37%

We have a formal process with thorough guidelines we routinely perform - Strategic phase

We have an informal process with a few guidelines we sporadically perform - Transition phase

We do not have a process or guidelines for performing social marketing programs - Trial phase

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Social marketing is a time-intensive practice requiring the contributions of numerous employees from various departments within an organization. The more people involved, the greater the need for a formal process with thorough guidelines to routinely follow.

As this chart shows, large organizations with more than 1,000 employees are more than twice as likely as small organizations to have reached the Strategic phase of social marketing maturity.

CHALLENGES TO SOCIAL MARKETING EFFECTIVENESS IN 2010

Q. Which were the most frustrating challenges to social marketing effectiveness for your organization in 2010?

Chart: Organizations identify most frustrating challenges to social marketing effectiveness

Challenge	Percentage
Developing an effective and methodical social marketing strategy	55%
Achieving or increasing measureable ROI from social marketing programs	54%
Converting social media members, followers, etc. into paying customers	45%
Achieving or increasing measureable lead generation from social marketing	37%
Increasing website traffic through social media integration	36%
Improving brand awareness or reputation	27%
Recruiting interdepartmental staff to perform social marketing activities	26%
Integrating social marketing data with CRM and other marketing systems	25%
Integrating social media monitoring and analytics into a single dashboard	21%
Improving search engine ranking positions	21%
Improving the quality and cost efficiency of customer support programs	7%

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Methodology: Fielded February 2011, N=3,342

Two challenges stood out as the most frustrating for organizations attempting to optimize effectiveness:

- Developing an effective and methodical social marketing strategy
- Achieving or increasing ROI from social marketing programs

To help you overcome these top challenges, MarketingSherpa has developed the:

- Social Marketing ROAD Map – a method for mapping your social media strategy
- *2011 Social Marketing Benchmark Report* – research on the monetization of social media for ROI

Chart: Most frustrating challenges, by social marketing maturity phase

Achieving or increasing measureable ROI from social marketing programs
- 64%
- 58%
- 46%

Converting social media members, followers, etc. into paying customers
- 60%
- 50%
- 32%

Achieving or increasing measureable lead generation from social marketing
- 43%
- 39%
- 32%

Increasing website traffic through social media integration
- 38%
- 38%
- 32%

Developing an effective and methodical social marketing strategy
- 33%
- 54%
- 67%

Integrating social marketing data with CRM and other marketing systems
- 30%
- 26%
- 21%

Integrating social media monitoring and analytics into a single dashboard
- 28%
- 23%
- 16%

Recruiting interdepartmental staff to perform social marketing activities
- 19%
- 28%
- 28%

Improving brand awareness or reputation
- 17%
- 27%
- 31%

Improving search engine ranking positions
- 15%
- 20%
- 23%

Improving the quality and cost efficiency of customer support programs
- 8%
- 8%
- 5%

Legend:
- Strategic
- Transition
- Trial

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Once an organization advances to the Strategic phase of social marketing maturity, their focus shifts from tactical effectiveness to monetizing the channel. As this chart shows, far more organizations in the Strategic phase of social marketing maturity rank achieving ROI and converting customers as their top challenges. Conversely, organizations in the Trial phase are twice as likely to consider developing a methodical strategy their top challenge.

Chart: Most frustrating social marketing challenges, by primary channel

Challenge	Businesses-B2B	Consumers-B2C	Both-B2B2C
Developing an effective and methodical social marketing strategy	54%	55%	56%
Converting social media members, followers, etc. into paying customers	39%	52%	56%
Achieving or increasing measureable ROI from social marketing programs	53%	59%	56%
Increasing website traffic through social media integration	34%	39%	33%
Achieving or increasing measureable lead generation from social marketing	45%	31%	32%
Integrating social marketing data with CRM and other marketing systems	25%	21%	29%
Improving brand awareness or reputation	22%	29%	28%
Recruiting interdepartmental staff to perform social marketing activities	28%	23%	24%
Integrating social media monitoring and analytics into a single dashboard	17%	26%	23%
Improving search engine ranking positions	21%	22%	20%
Improving the quality and cost efficiency of customer support programs	5%	8%	8%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Leads are often the lifeblood of a B2B marketing program. This is why the greatest disparity between channels in the above chart is the challenge of achieving or increasing measurable lead generation from social marketing programs.

Chart: Top social marketing challenges for 2010, by industry

Developing an effective and methodical social marketing strategy
- 57%
- 46%
- 58%
- 66%
- 47%

Achieving or increasing measurable ROI from social marketing programs
- 55%
- 56%
- 51%
- 50%
- 59%

Achieving or increasing measurable lead generation from social marketing
- 39%
- 47%
- 29%
- 35%
- 29%

Converting social media members, followers, etc. into paying customers
- 37%
- 47%
- 62%
- 38%
- 43%

Increasing website traffic through social media integration
- 37%
- 36%
- 37%
- 46%
- 38%

Improving brand awareness or reputation
- 33%
- 26%
- 29%
- 33%
- 22%

Legend:
- Professional or Financial Services
- Software or Software as a Service
- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Unlike many other sectors, online retailers with e-commerce sites have the unique capability to convert visitors to paying customers instantly. Today, many of these visitors are initially engaged and arriving from social sites. That is why so many more organizations in the retail or e-commerce sector focus on the challenge of converting social media members, followers, etc. into paying customers.

Chart: Most frustrating social marketing challenges, by organization size

Achieving or increasing measurable ROI from social marketing programs
- 58%
- 58%
- 50%

Developing an effective and methodical social marketing strategy
- 57%
- 53%
- 55%

Converting social media members, followers, etc. into paying customers
- 40%
- 43%
- 50%

Achieving or increasing measurable lead generation from social marketing
- 34%
- 37%
- 39%

Integrating social marketing data with CRM and other marketing systems
- 34%
- 27%
- 17%

Increasing website traffic through social media integration
- 33%
- 37%
- 37%

Recruiting interdepartmental staff to perform social marketing activities
- 29%
- 27%
- 23%

Integrating social media monitoring and analytics into a single dashboard
- 26%
- 20%
- 19%

Improving brand awareness or reputation
- 24%
- 28%
- 28%

Improving search engine ranking positions
- 15%
- 21%
- 25%

Improving the quality and cost efficiency of customer support programs
- 7%
- 8%
- 5%

■ Lg (more than 1,000 emp)
■ Med (100 to 1,000 emp)
■ Sm (fewer than 100 emp)

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

2011 OBJECTIVES FOCUSED ON OVERCOMING MOST FRUSTRATING CHALLENGES IN 2010

Chart: Comparing most frustrating challenges with most important objectives

Challenge / Objective	2010's most frustrating challenges	2011's most important objectives
Developing an effective and methodical social marketing strategy	55%	51%
Achieving or increasing measurable ROI from social marketing programs	54%	50%
Converting social media members, followers, etc. into paying customers	45%	45%
Achieving or increasing measurable lead generation from social marketing	37%	40%
Increasing website traffic through social media integration	36%	56%
Improving brand awareness or reputation	27%	51%
Recruiting interdepartmental staff to perform social marketing activities	26%	12%
Integrating social marketing data with CRM and other marketing systems	25%	20%
Integrating social media monitoring and analytics into a single dashboard	21%	13%
Improving search engine ranking positions	21%	35%
Improving the quality and cost efficiency of customer support programs	7%	8%

■ 2010's most frustrating challenges
■ 2011's most important objectives

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Social marketers are not shying away from their most frustrating challenges, like developing a methodical strategy and achieving measurable ROI. They are facing them head-on by setting objectives to overcome these top challenges in 2011.

OBJECTIVES FOR SOCIAL MARKETING IN 2011

Q. Which are the MOST IMPORTANT OBJECTIVES for your organization's social marketing program to achieve in 2011?

Chart: Organizations identify most important objectives for social media use for 2011

Objective	Percentage
Increasing website traffic through social media integration	56%
Improving brand awareness or reputation	51%
Developing an effective and methodical social marketing strategy	51%
Achieving or increasing measurable ROI from social marketing programs	50%
Converting social media members, followers, etc. into paying customers	45%
Achieving or increasing measurable lead generation from social marketing	40%
Improving search engine ranking positions	35%
Integrating social marketing data with CRM and other marketing systems	20%
Integrating social media monitoring and analytics into a single dashboard	13%
Recruiting interdepartmental staff to perform social marketing activities	12%
Improving the quality and cost efficiency of customer support programs	8%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Increasing website traffic through social media integration is the number one objective for marketers in 2011. It became clear in 2010, that a growing number of visitors to an organization's website were initially engaged on social media sites. Today, the most important objective is to direct the movement of social media followers, likes, group members, etc. to a point of conversion – usually an organization's website.

Other top objectives are a mix of unclear goals, like improving brand awareness or reputation, and measurable goals, like achieving ROI and converting customers.

Chart: Most important objectives, by social marketing maturity phase

Achieving or increasing measurable ROI from social marketing programs
- 56%
- 54%
- 43%

Improving brand awareness or reputation
- 50%
- 52%
- 51%

Converting social media members, followers, etc. into paying customers
- 50%
- 50%
- 37%

Increasing website traffic through social media integration
- 50%
- 61%
- 54%

Achieving or increasing measurable lead generation from social marketing
- 44%
- 41%
- 38%

Developing an effective and methodical social marketing strategy
- 30%
- 54%
- 59%

Improving search engine ranking positions
- 27%
- 40%
- 33%

Integrating social marketing data with CRM and other marketing systems
- 23%
- 21%
- 16%

■ Strategic
■ Transition
■ Trial

Integrating social media monitoring and analytics into a single dashboard
- 18%
- 13%
- 10%

Recruiting interdepartmental staff to perform social marketing activities
- 10%
- 13%
- 13%

Improving the quality and cost efficiency of customer support programs
- 7%
- 9%
- 9%

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

It comes as no surprise that organizations in the Trial phase of social marketing maturity are twice as likely to set their sights on developing an effective and methodical social marketing strategy in 2011 as are those already in the Strategic phase.

Chart: Most important objectives for social media use, by primary channel

Objective	Businesses-B2B	Consumers-B2C	Both-B2B2C
Converting social media members, followers, etc. into paying customers	35%	56%	56%
Increasing website traffic through social media integration	56%	58%	55%
Achieving or increasing measurable ROI from social marketing programs	47%	55%	55%
Developing an effective and methodical social marketing strategy	49%	53%	52%
Improving brand awareness or reputation	55%	46%	48%
Achieving or increasing measurable lead generation from social marketing	45%	33%	39%
Improving search engine ranking positions	41%	29%	32%
Integrating social marketing data with CRM and other marketing systems	19%	19%	22%
Integrating social media monitoring and analytics into a single dashboard	10%	14%	16%
Recruiting interdepartmental staff to perform social marketing activities	13%	10%	10%
Improving the quality and cost efficiency of customer support programs	7%	9%	8%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Accustomed to the challenges of a long and complex sales cycle, B2B marketers are realistically not as concerned with converting social media members, followers, etc. into paying customers. They are, however, more concerned than their counterparts with generating leads, and improving their brand's awareness and reputation with those leads during the long and complex sales cycle.

Chart: Top social marketing objectives for 2011, by industry

Developing an effective and methodical social marketing strategy
- 60%
- 48%
- 45%
- 60%
- 45%

Improving brand awareness or reputation
- 54%
- 50%
- 44%
- 58%
- 47%

Increasing website traffic through social media integration
- 49%
- 56%
- 62%
- 60%
- 64%

Achieving or increasing measurable ROI from social marketing programs
- 43%
- 56%
- 62%
- 42%
- 49%

Improving search engine ranking positions
- 35%
- 40%
- 31%
- 34%
- 28%

■ Professional or Financial
■ Software or SaaS
■ Retail or Ecommerce
■ Education or Healthcare
■ Media or Publishing

Achieving or increasing measurable lead generation from social marketing
- 33%
- 54%
- 36%
- 39%
- 30%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

What are the most important social marketing objectives for each industry sector in 2011?

- Professional or Financial Services: Developing an effective and methodical strategy
- Software or Software as a Service: Increasing website traffic and measurable ROI
- Retail or E-commerce: Increasing website traffic and measurable ROI
- Education and Healthcare: Increasing website traffic and developing a strategy
- Media or Publishing: Increasing website traffic

Chart: Most important objectives for social media use, by organization size

Objective	Lg (more than 1,000 emp)	Med (100 to 1,000 emp)	Sm (fewer than 100 emp)
Improving brand awareness or reputation	53%	54%	48%
Developing an effective and methodical social marketing strategy	53%	49%	52%
Achieving or increasing measurable ROI from social marketing programs	50%	51%	49%
Increasing website traffic through social media integration	47%	56%	63%
Achieving or increasing measurable lead generation from social marketing	41%	39%	40%
Converting social media members, followers, etc. into paying customers	35%	47%	50%
Improving search engine ranking positions	29%	36%	39%
Integrating social marketing data with CRM and other marketing systems	28%	25%	12%
Recruiting interdepartmental staff to perform social marketing activities	17%	11%	10%
Integrating social media monitoring and analytics into a single dashboard	17%	14%	9%
Improving the quality and cost efficiency of customer support programs	11%	9%	6%

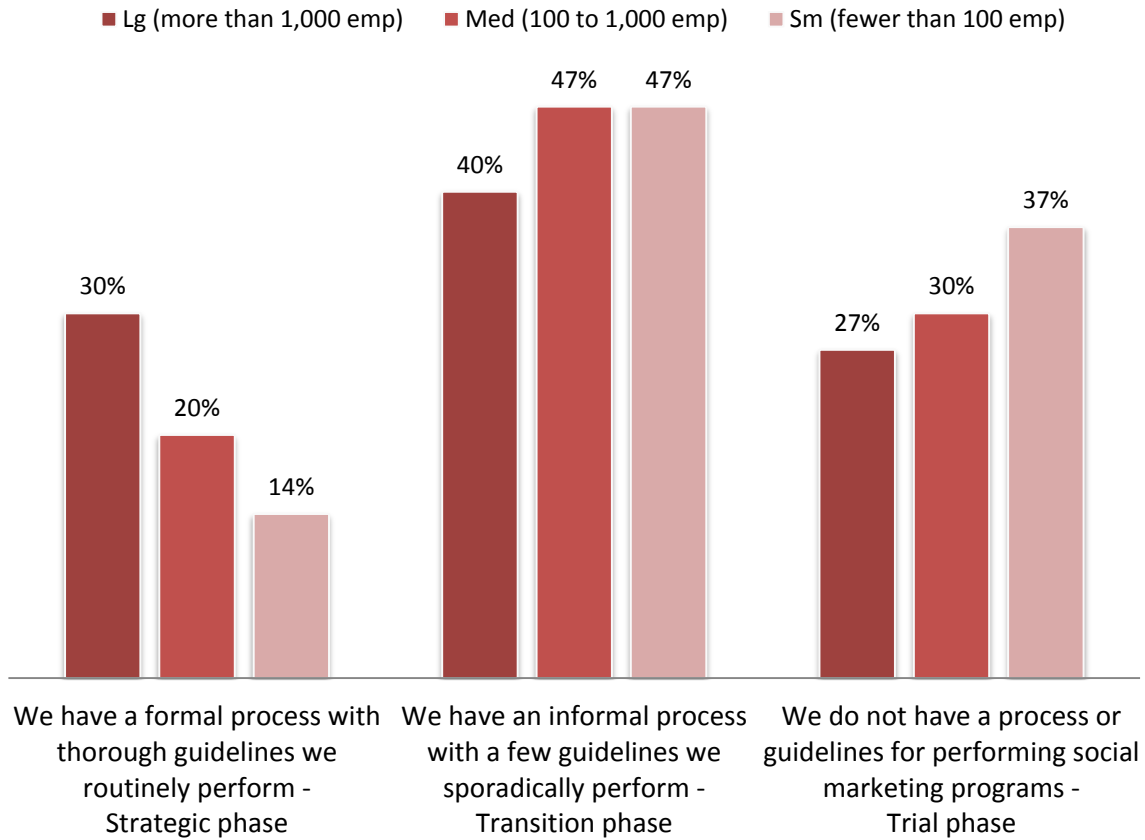Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

The smaller the organization, the more likely they are than their larger counterparts to focus on three objectives for social media use in 2011:

- Increasing website traffic
- Converting social media members, followers, etc. into paying customers
- Improving search engine ranking positions

MARKETER INSIGHTS ON THEIR CHANGING EXPECTATIONS FOR SOCIAL MEDIA MARKETING

Q. Please tell us how expectations for social media marketing have changed within your organization during the past year.

- Initially intended to begin developing relationships by engagement, our social media marketing started making money right away and is now financing my social media budget for this year.

- We have created a group within the office that meets regularly to promote our company through Social Media platforms. Getting a strong business plan in place to set long-term goals has been an issue. I would like to have more structure to our efforts besides a reactive process to marketing or reporting on the websites.

- Social media has changed the expectations from other traditional outbound marketing methods. Because of the low costs per customer associated with our social media outlets, we are tightening our expectations and budgets with print, radio and television partners. We are using call analytics to more accurately gauge traffic associated with traditional marketing outlets and dropping those that have lower returns to free funds for more engaging social content creation.

- We have gone from simply automated, frankly boring Facebook and Twitter posts that came directly from our blog, to a real person actively managing social media. We have also started to see it as a valuable business tool, and not just a frill.

- Rather than simply throwing content out there sporadically, this year we have moved toward delivering a steady pace of content through social media channels.

- We have moved from "Let's see if this works" to "How can we make this work better?" The onus of proving social media is a useful tool for customer interaction and brand awareness has been done. We have proven that. Now we move to showing how it can generate new customers, new revenue and new opportunities of immediate interaction and feedback.

- We have seen proof of ROI so for FY 2011 we are trying to leverage social media as a cornerstone of our marketing strategy.

- Our CEO has a strong interest in increasing SM usage among sales reps as a networking tool and to generate leads. SM is seen by upper management as a potential lead generation tool, but the process of planning appropriate campaigns for this purpose as well as converting, measuring is challenging.

- Expectations have risen dramatically. Initially, social media has changed from being an adjunct to PR, to being a driver of program and campaign strategy. Along with this have come requirements for measurability and ROI, which has been a challenge to get agreement on.

- There has finally been a shift, albeit small and slow, towards leveraging the tools of social media and networks to advance and strengthen our brand. The biggest challenge remains the ability to demonstrate to the C-suite that B2B clients are engaged in social networks and social media as part of their decision making process. Generally, the C-suite and upper mgmt. is more positively disposed towards LinkedIn type channels rather than Facebook and Twitter, which they regard as largely irrelevant in our space.

- In 2010, we dipped our toes in the social media waters and had measurable successes with a major social networking tool and a video sharing tool. As a result, we were able to convert a healthy contingent of doubters into pleasantly surprised observers or wholehearted believers.

- Success speaks volumes. With analytics showing increased Web traffic sourced from SM, everyone is jumping on the bandwagon of how to take advantage and convert the traffic into paying customers.

- Initially, SM for us was to drive traffic to website. In the last year, it has included that same objective but also added brand distribution. That brand distribution is now integral, not only to our B2B objectives, but our employee recruiting as well.

- In prior years, social media was "me" acting like and being treated like "Cassandra Crying in the Desert." Now, the company realizes that there is no business without being part of social channels.

- For the first time, we have hired a director of social media strategy and are looking forward to having a more integrated approach across the organization to social efforts. We will be expanding our investment in social media marketing and expecting results from these programs.

- Expectations have actually fallen with fewer personnel possessing an appreciation for the benefits that social media can produce.

- Social media marketing is extremely important to our organization. The ongoing interaction has definitely improved brand awareness and loyalty. We do not sell any products directly, but we can affect the purchasing decisions of our users, which is our goal.

- Management has yet to acknowledge the importance of social media marketing for B2G (federal, state and local government) or B2B (large commercial clients).

- Social media has gained more prominence in our organization in the past year, with two more positions created, prominent placement on the organization's homepage, and increased coordination and integration with existing online efforts.

- Executive management is dead set against it. However, for 2011 we have been given the go-ahead to create a social media policy, which would define expectations, personal responsibilities, the tools and platforms of participation. This does not mean we would engage in social media, but would give management a better idea of how/what/who.

- After providing a business case for social media and with the resultant growth, now expectations are high to monetize the social media program.

- Our leadership is now very much on board with our social media marketing. Last year it was seen more as an experiment or a curiosity, this year it is seen as an integral part of the mix that we need to continue to develop.

- I am no longer the lone prophet trying to get other people to see how social marketing might help us. Now, the CEO and other managers "get it."

- From the initial thinking of hiring or assigning a dedicated social media person, the company has morphed its strategy into distributing the role. Because social media is a part of most people's lives, everyone knows how to interact via these new channels, although sometimes with unexpected and scattered tactics. There is good and bad about having a distributed workforce involved in social media. It is great to make it part of everyone's role and get critical mass, but at the same time, it is difficult to control what is going on out there, especially internationally.

- It went from being "maybe we should try this" to "lots of people interact with us when we make an effort, we need to do more."

- We are in the process of transitioning from an environment in which social media marketing initiatives were ad hoc, experimental, and uncoordinated, to a situation where social media activities are coordinated and initiated according to a top-down, strategic framework with a clear brand strategy.

- There is an understanding that we need to take social media marketing more seriously but a lack of resources (both time and skill) is a concern.

- Upper management's buy-in and support for social media marketing has blossomed as various projects have proven its worth. They have gone from slightly skeptical to very excited about all the possibilities.

- Our management team has gone from being entirely skeptical of the power of social media to believing that we have a shot at becoming a thought leader in our industry through social media.

- We do not yet have a formal social media plan. We will begin integrating more social media into our product line (we are a database provider and have more ways for our customers to see each other's profiles on FB, LinkedIn and Twitter). We will also begin a low-budget, low-time commitment plan this year.

- As with most buzzwords, management decided we HAD to be on Facebook, Twitter and YouTube. The decision to add these channels to our communications mix was done without a real analysis as to how they would support or complement our other channels. Through usage, Twitter has shown more value, as it allowed us to disclose information outside of the heavy PR machine, and engage in conversations with thought leaders. It still feels new, and we have to work at fully integrating these channels in our communications planning.

- We have not yet undertaken any social media marketing but intend to in 2011. The challenges have been part of this reason, plus struggling to understand how it best fits with our financial services.

- Top leadership has started paying attention to social media and now wants measurable ROI results. Previously, our goal had been branding and thought leadership.

- We have gone from "head in the sand" to creating a LinkedIn group that has grown from three to 800 members, and actively post on our own, plus four other social media platforms or groups.

- Social media currently drives 8% of traffic (up from 4% last year) to our website, which helps support engaging consumers and driving both the brand and the sales message. We have grown to be the sixth largest Facebook group in Australia over the past year.

- Expectations have changed in our organization because there is a need to in facilitate interactive communication, connection, and public engagement and aid our company's break news efforts. Social media would help grow current audience and develop our own personality.

- We have social media positions now within the company and are working on how to effectively capture ROI from them. We have integrated social sharing into our email products and are working to stay ahead of or at least keep pace with the curve.

- ROI has increased in importance, more data and analytics are becoming available, and both qualitative and quantitative conclusions can be drawn.

- Our organization has recently formed a social media steering committee and created a social media policy as a guide for employees on appropriate use. Our next step is to develop a social marketing strategy.

- Initially the expectation was to increase followers and show that our department could compete follower-wise with other departments in the company. Over the year it morphed into a numbers game with using analytics to show that our social media messages were directly responsible for bringing traffic to our pages and increasing positive sentiment. This year, we are focusing on the bounce rate by sending very specific social media messages out to decrease bounce rates after users click through the link.

- All the way up the org chart, our organization now views social media marketing as vital, where as only a year ago it was seen as something we could do without.

- We are a professional association, and social media has allowed us from a national level to interact with members who would otherwise not have engaged with us. It has also allowed us to watch how our members (professional remodeling contractors and subcontractors) are using these channels to reach their clients and allowing us to share best practices.

- We have considered social marketing similar to "billboard advertising" where everyone gets the same lukewarm message. Now we are hoping to be able to more effectively target market and expand our base of customers along demographic lines that we have identified as profitable.

- Over the past year we have come to realize that social media is great for promoting our brand and services however the way to communicate with our customers via social media is different than traditional communication such as direct mail or banner advertising. Because of this we are now required to market to the same group of people two different ways. While this is exciting is does require extra time to be put into our messaging and branding. This year will be about finding the best ways to use social media to our advantage as a company.

- Last year, our efforts shifted from experimenting and initial data gathering to a data driven strategy. The experimentation phase was essential to getting us that data though and really helped us determine the specific audience distribution across the platforms. Social media also became a

consistent campaign component as our campaign managers now automatically add it into their plans. This took about a year for this to become habitual.

- Once management began seeing revenue and traffic to the company site from social media, the level of excitement has risen.

- A year ago, the perception was that social media is not a B2B tool; applicable to your personal life only. This view is still prevalent, but acceptance is growing very slowly. This has been foster by repetitive advocacy and proof of performance.

- It is getting a lot more attention; seen as a "must-have" instead of a "nice-to-have."

- As the company has gone through a merger, we are challenged to try to determine an integrated social media strategy that speaks to different decision makers from four different market channels. Given social media's ability to conduct 1:1 conversations, it's been a struggle to determine who best to execute a streamlined social media strategy

- Now that we have shown considerable ROI, Web traffic boost and brand awareness increases; our social media team is in the spotlight. The challenge now is to effectively "manage up" with regard to brand voice, audience expectations, etc. vs. increased scrutiny, direction and expectations from upper management.

- I came into the company to deal with the challenges of social media marketing. I think in the past, we have been very afraid to take risks and very self-censoring. I think we are coming to realize that our social media audience is a lot more open-minded and flexible than we thought and we do not need to coddle them.

- Last year, social media was not even on the radar for our organization. We put in our 2011 strategy in order to generate more traffic on our website and increase our brand awareness online.

- We formed a Social Media Task Force in our marketing department two years ago. During this past year, we have increased our education efforts throughout our company to increase awareness of social media and are working toward integrating social media into every marketing campaign.

- Social media marketing is becoming an acknowledged part of our marketing mix, and for the first time we will be putting concerted effort into this area.

- In the past, the social media work was very ad hoc and managed by just one person. Today, we have more people dedicated to the strategy and execution for social media. We also encourage everyone on the team to be active and represent the company in social sites.

- We are trying to actively monetize our social media efforts, and have started an increased focus on brand management.

- We are advancing our focus and approach to social media marketing – from initial simple introductory efforts to a planned strategy. We want to do more with less and feel social media marketing offers inroads and avenues to building a brand, improving customer support, becoming an industry voice, and raising awareness about the company and industry issues.

- We have realized the potential for increased though leadership through blogs. We are now in the process of further developing our communities to foster more peer-to-peer discussion as opposed to a more "ask us" type of approach.

- Social media marketing has shifted from a wishful, "sometimes" tool to one of if not the most effective marketing tool that we have.

- Last year we started a Facebook page without any real strategy. Surprisingly, we have grown our user base to 30,000 fans and we see the opportunities to reach our students. We are now struggling to build our strategy, particularly sifting through the research and articles online. Our other challenge is that we need a true team to manage social media.

- Seems like there were high hopes to integrate this more into a routine, but we run a tight ship so social media is constantly on the back burner and we don't run it as well as we would like.

- Not being able to measure ROI and attribution to new clients, executive staff has pulled away from social media program. They did not give the program we set in place enough time.

- We were hoping to get more feedback, a greater increase in fan base, and post more often, but realize, given our line of business, we may have hoped too high. Re-evaluating, we are doing pretty well where we stand now.

- We are still grappling with how best we can use social media marketing in our business model. We currently have a seminar sales model using traditional media to generate leads. As a niche organization, rand awareness is low and we currently have very active forums in place for our clients, so figuring out if or how social media marketing can help us is our first challenge.

- We remain skeptical of social media marketing's ability to drive new revenue. It has proven difficult for us to convert followers into customers.

- There is increasing acceptance, including increasing budget, for social media whereas previously this support or acceptance was limited.

- Our company has recognized the need to probably do a re-organization that involves synergizing talent from different departments (Marketing, Public Affairs, Customer Service) that will focus mainly on Social Media, and we are at the stage of seriously collaborating with our digital agency in developing a Listening/Monitoring Hub to be housed inside the organization.

- Senior management still has not bought into the idea but I am increasingly integrating certain tactics into my marketing plan. Our social media efforts started out as a knee-jerk reaction – setting up a Facebook page, LinkedIn page, starting to Tweet – but I am realizing that I need to develop a strategy and create some measurable objectives to fully integrate social media into my marketing schedule and sell it to senior management.

- It went from a "fad" or "trend" that nobody took seriously in 2009. In 2010, it started to become "we have to jump on the bandwagon even if we don't have a strategy" and keeping up with the Joneses with no budget or resources to support it. In 2011, we are retooling existing budgets and

resources to focus more on online and social projects and less on "traditional" methods like print and direct mail.

- At the beginning of the year, we were participating very little in social media. However, by year's end, we recognized the importance of participating in the conversation and leveraging social media to increase our visibility online.

- Last year, we engaged in social media for the first time. This year, we are looking to do it more effectively and with measurable results.

- We spent well over a year educating senior management about the value of social media, and finally got the green light, but taking baby steps to show the value at each endeavor.

- Social Media has become an increasingly vital part of our marketing communications strategy that is now seen as a lead driving promotional channel instead of "branding fluff" as was the initial perception of those we were selling in on the notion that we needed to do it! The biggest challenge is monitoring the 1000s of users to ensure posts are responded to and/or appropriate.

- In 2010, we built our social media pages and accounts. In 2011, our focus will be executing our marketing strategy with the social media and analyzing results and ROI.

- While we can track how many people interact with social media, we cannot track proof of a tangible difference in effectiveness using social media in a bad economy. Would these customers have paid either way, or was social media a driving influence?

- Our PR agency went from having no social media division to having an integrated social media service for multiple clients within six months.

- Largely due to our inability to track ROI, we've shifted from looking at social media in terms of an ad campaign and are considering it more as a network building and online reputation building exercise that probably results in more than simple conversions. It is more like word of mouth marketing, which has always been tough to track, with a strong technology enhancement. Now, I know that analytics are available for social media, I just do not know how best to use or implement them in our overall strategy.

- The expectations are that it drives quantifiable ROI and contributes to marketing goals. Those expectations are driven by the economy and the "managing to cash flow" mentality that companies have adopted since the recession started. Social is no different with regards to expectations, it is just harder to quantify the benefits.

- We now have a more organized approach and a team in place to create social media strategies for the company. Executive management has embraced the need to be ahead of the curve with social media.

- We have lost staff, so I have tried to scale down the expectations on the time we can devote to social media, while still keeping it intact. I think it is a key component of our marketing and business development, so I want to make sure we keep resources devoted to it.

CHAPTER 2: CMO PERSPECTIVES ON THE MONETIZATION OF SOCIAL MARKETING FOR ROI

This chapter examines how CMOs and senior marketing executives are overcoming the challenge of social media monetization, their perception of social marketing ROI and how they are measuring it, and which strategies have proven to be most effective for achieving this important priority.

STRATEGIC SOCIAL MARKETING PRIORITIES FOR CMOS IN 2011

Q. As CMO or the senior marketing executive in your organization, what are your top strategic priorities for social media marketing in 2011?

Chart: CMOs set 2011 strategic priorities for social marketing

Priority	Percentage
Increasing website traffic through social media integration	71%
Improving brand awareness or reputation	66%
Converting social media members, followers, etc. into paying customers	63%
Developing an effective and methodical social marketing strategy	53%
Improving search engine ranking positions	50%
Achieving or increasing measurable ROI from social marketing programs	46%
Achieving or increasing measurable lead generation from social marketing	43%
Integrating social marketing data with CRM and other marketing systems	21%
Integrating social media monitoring and analytics into a single dashboard	11%
Improving the quality and cost efficiency of customer support programs	9%
Recruiting interdepartmental staff to perform social marketing activities	8%

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Methodology: Fielded February 2011, N=3,342

Chart: Strategic priorities focused on driving ROI, by social marketing maturity phase
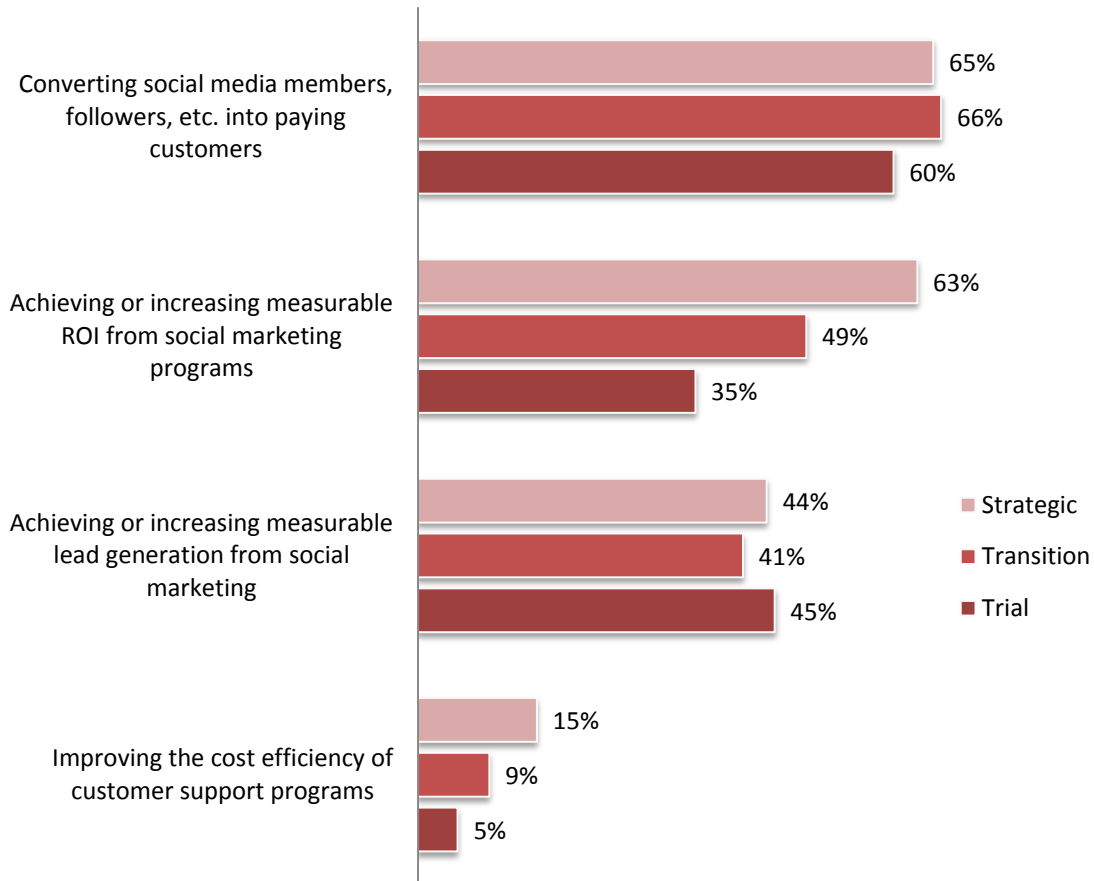
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Among the top priorities for social marketing are those driving a return on investment. This chart breaks out CMO responses about these priorities by their organization's phase of social marketing maturity. It demonstrates the disparity in the prioritization of achieving or increasing measurable ROI from social marketing programs between CMOs in the Strategic phase (63%) and those in the Trial phase (35%). Strategic phase social marketers are much more likely to have the monetization of this channel under way.

Social marketing return on investment is a measure of the financial value returned from each dollar invested in this channel. This chart also puts a spotlight on an often overlooked financial value – improving the cost efficiency of customer support programs. Using social media to enable customer "self-service" will significantly reduce associated costs, which increases financial value. Yet only about one in ten organizations on average consider this a priority.

Chart: Strategic priorities for social marketing, by primary channel

Priority	Businesses-B2B	Consumers-B2C	Both-B2B2C
Increasing website traffic through social media integration	65%	76%	74%
Improving brand awareness or reputation	65%	65%	64%
Achieving or increasing measurable lead generation from social marketing	51%	36%	41%
Converting social media members, followers, etc. into paying customers	50%	73%	74%
Developing an effective and methodical social marketing strategy	50%	59%	48%
Improving search engine ranking positions	48%	55%	51%
Achieving or increasing measurable ROI from social marketing programs	42%	52%	43%
Integrating social marketing data with CRM and other marketing systems	23%	18%	22%

■ Businesses-B2B
■ Consumers-B2C
■ Both-B2B2C

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Every organization would like to convert social media members, followers, etc. into paying customers, but B2B marketers have a long and complex sales cycle that makes this an unrealistic priority for many.

Websites have become the hub of marketing strategy for most organizations. This is why the number one strategic priority for CMOs is increasing website traffic through social media integration.

Chart: Strategic priorities for driving social marketing ROI, by industry

Converting social media members, followers, etc. into paying customers
- 54%
- 45%
- 76%
- 66%
- 64%

Achieving or increasing measurable ROI from social marketing programs
- 43%
- 46%
- 54%
- 42%
- 42%

Achieving or increasing measurable lead generation from social marketing
- 47%
- 56%
- 32%
- 48%
- 41%

Improving the cost efficiency of customer support programs
- 9%
- 10%
- 10%
- 11%
- 6%

Legend:
- Professional or Financial Services
- Software or Software as a Service
- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

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Methodology: Fielded February 2011, N=3,342

Software or SaaS marketers find that generating leads from social media is a more realistic strategic priority than converting their social constituents into customers. This is primarily due to the long and complex sales cycles that B2B software marketers face. This is opposed to the retail or e-commerce sector that places a much higher priority on converting a visitor into a paying customer, due to an e-commerce website's inherent capability to enable real-time product selection and purchase.

Chart: Strategic priorities for social marketing, by organization size

Strategic priority	Lg (more than 1,000 emp)	Med (100 to 1,000 emp)	Sm (fewer than 100 emp)
Improving brand awareness or reputation	68%	70%	65%
Increasing website traffic through social media integration	68%	63%	72%
Achieving or increasing measurable ROI from social marketing programs	58%	49%	45%
Converting social media members, followers, etc. into paying customers	55%	40%	67%
Developing an effective and methodical social marketing strategy	53%	59%	52%
Achieving or increasing measurable lead generation from social marketing	42%	41%	43%
Improving search engine ranking positions	42%	40%	52%
Integrating social marketing data with CRM and other marketing systems	40%	30%	19%
Integrating social media monitoring and analytics into a single dashboard	16%	16%	11%
Recruiting interdepartmental staff to perform social marketing activities	13%	15%	7%
Improving the quality and cost efficiency of customer support programs	11%	11%	8%

■ Lg (more than 1,000 emp)
■ Med (100 to 1,000 emp)
■ Sm (fewer than 100 emp)

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Methodology: Fielded February 2011, N=3,342

A strategic priority that clearly ranks in importance based on the size of an organization is integrating social marketing data with CRM and other marketing systems. This may be due to the increased need for CRM and other automated marketing systems by larger organizations.

CMO CONFIDENCE IN SOCIAL MARKETING ROI DRIVING INVESTMENT

Q. Which statement best describes how you perceive social marketing's ability to produce a return on investment (ROI) at budget time?

Chart: The promise of social marketing ROI a reality for many organizations
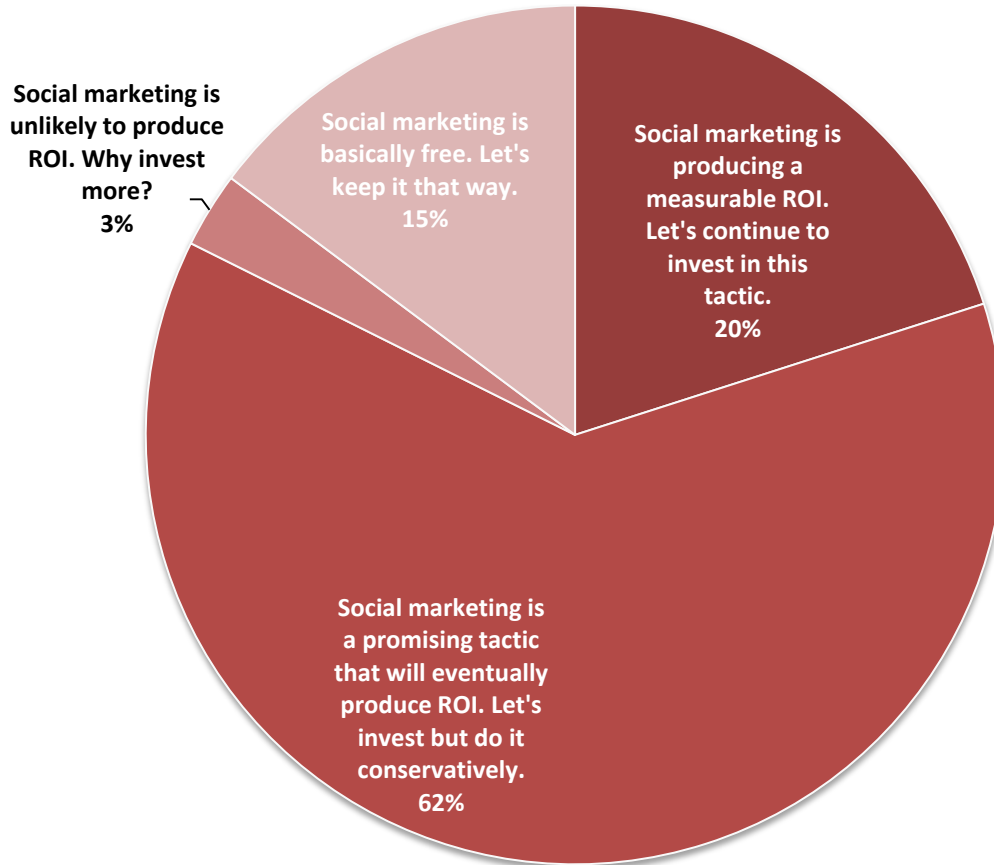
Social marketing is unlikely to produce ROI. Why invest more?
3%

Social marketing is basically free. Let's keep it that way.
15%

Social marketing is producing a measurable ROI. Let's continue to invest in this tactic.
20%

Social marketing is a promising tactic that will eventually produce ROI. Let's invest but do it conservatively.
62%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

When it comes to convincing the skeptics who control the budgets, perception is everything. Fortunately, the misconception that social media marketing is unlikely to produce ROI is vanishing. For 62 percent of organizations, the opinion is that social marketing is a promising tactic that will eventually produce ROI. Driven by this perception, these organizations are investing in their social marketing budgets, albeit conservatively.

For 20 percent of organizations, social marketing ROI is a reality and investment in this channel will continue. In the sections ahead, we will reveal the yardsticks CMOs use to measure both the return and the investment in their social marketing programs.

Chart: CMO perception of social marketing ROI, by social marketing maturity phase

Social marketing is producing a measurable ROI. Let's continue to invest in this tactic.
- Strategic: 47%
- Transition: 17%
- Trial: 11%

Social marketing is a promising tactic that will eventually produce ROI. Let's invest but do it conservatively.
- Strategic: 46%
- Transition: 70%
- Trial: 60%

Social marketing is unlikely to produce ROI. Why invest more?
- Strategic: 2%
- Transition: 1%
- Trial: 5%

Social marketing is basically free. Let's keep it that way.
- Strategic: 5%
- Transition: 11%
- Trial: 11%

Legend: ■ Strategic ■ Transition ■ Trial

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Using a formal process with thorough guidelines they routinely perform is what distinguishes an organization in the Strategic phase of social marketing maturity from the rest. As this chart shows, those organizations in the Strategic phase are more than four times as likely to produce measurable ROI – the most important performance indicator to a CMO.

For 70 percent of organizations in the Transition phase and 60 percent in the Trial phase, social marketing ROI is not yet a reality but the promise is strong enough to drive investment.

Chart: CMO perception of social marketing ROI, by primary channel
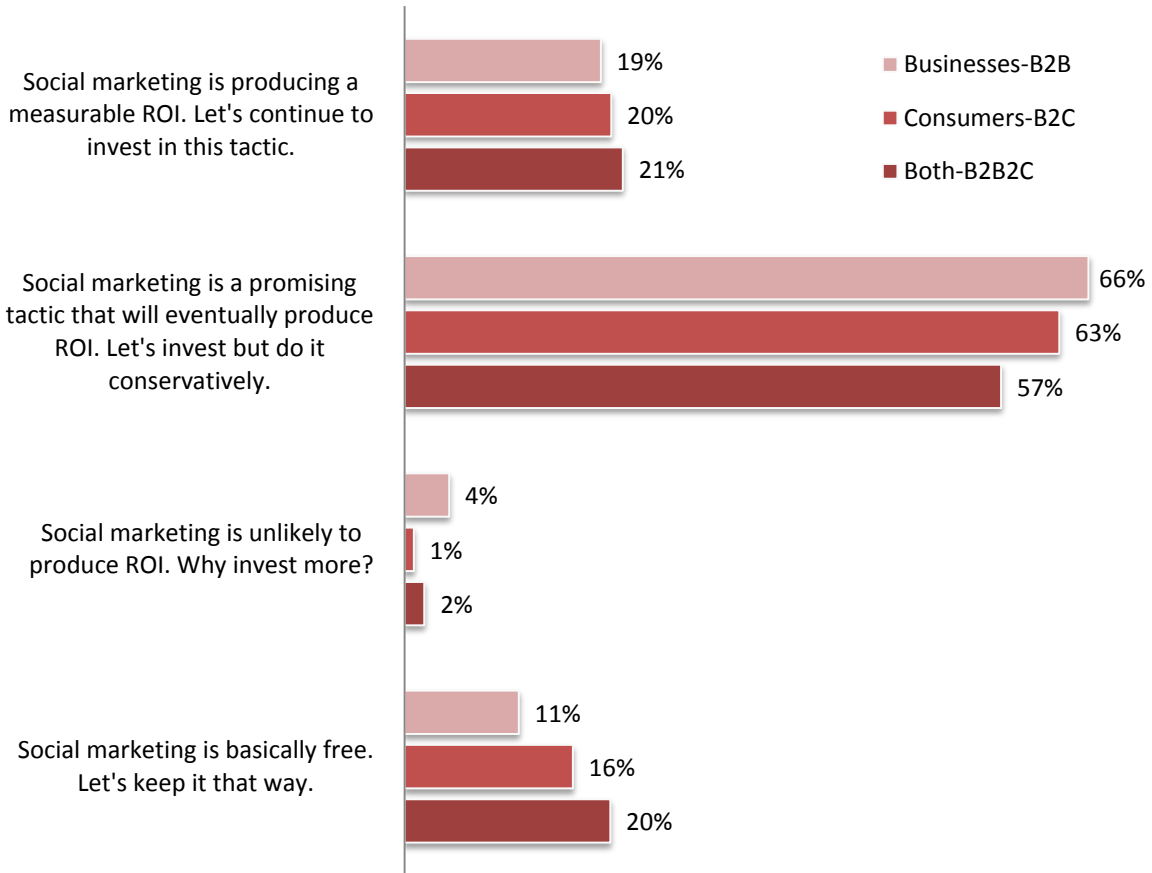
Social marketing is producing a measurable ROI. Let's continue to invest in this tactic.
- 19% — Businesses-B2B
- 20% — Consumers-B2C
- 21% — Both-B2B2C

Social marketing is a promising tactic that will eventually produce ROI. Let's invest but do it conservatively.
- 66%
- 63%
- 57%

Social marketing is unlikely to produce ROI. Why invest more?
- 4%
- 1%
- 2%

Social marketing is basically free. Let's keep it that way.
- 11%
- 16%
- 20%

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Methodology: Fielded February 2011, N=3,342

On average, 15 percent of organizations think social marketing is free and wish to keep it that way. When we segment this group by primary channel, we find that B2B marketers are, by far, the least likely to believe this misconception. Social marketing is a time-consuming practice requiring significant staff commitment to execute effectively.

Chart: CMO perception of social marketing ROI, by industry

Social marketing is producing a measurable ROI. Let's continue to invest in this tactic.
- 22% Professional or Financial Services
- 23% Software or Software as a Service
- 16% Retail or Ecommerce
- 23% Education or Healthcare
- 18% Media or Publishing

Legend:
- ■ Professional or Financial Services
- ■ Software or Software as a Service
- ■ Retail or Ecommerce
- ■ Education or Healthcare
- ■ Media or Publishing

Social marketing is a promising tactic that will eventually produce ROI. Let's invest but do it conservatively.
- 63%
- 63%
- 68%
- 60%
- 60%

Social marketing is unlikely to produce ROI. Why invest more?
- 5%
- 4%
- 3%
- 0%
- 5%

Social marketing is basically free. Let's keep it that way.
- 11%
- 11%
- 13%
- 18%
- 17%

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"We are thrilled with our social marketing efforts. We have increased sales by 27% over last year at a cost of less than 1%." - CMO Insight on Social ROI

Chart: CMO perception of social marketing ROI, by organization size

Social marketing is producing a measurable ROI. Let's continue to invest in this tactic.
- 22%
- 20%
- 20%

■ Lg (more than 1,000 emp)
■ Med (100 to 1,000 emp)
■ Sm (fewer than 100 emp)

Social marketing is a promising tactic that will eventually produce ROI. Let's invest but do it conservatively.
- 76%
- 74%
- 60%

Social marketing is unlikely to produce ROI. Why invest more?
- 1%
- 5%
- 3%

Social marketing is basically free. Let's keep it that way.
- 1%
- 1%
- 17%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

The larger the organization, the more likely they are to be of the opinion that social marketing is a promising tactic that will eventually produce ROI for them. This perception will justify their conservative investment into this tactic.

CMO INSIGHTS ON MAKING A BUSINESS CASE FOR SOCIAL MARKETING ROI

Q. Please tell us about your most frustrating challenge to making a business case for social media marketing in terms of ROI.

- Around 10% of our social media activity directly translates to bottom-line results, making ROI easy to determine. However, 90% of the work has to do with people building their reputation online and helping others, so they can effectively promote the brand online. That big chunk of work is hard to measure and ROI impossible to determine.

- Traditional investors are not yet convinced of the ROI, so it is a challenge to convince them to spend the money.

- We are thrilled with our social marketing efforts. We have increased sales by a 27% average over last year at a cost of less than 1%.

- Smaller businesses do not have the time to handle their own social media presences or the marketing budgets to allow others to perform the work. Therefore, their social marketing efforts are often ineffective attempts at what amounts to brand awareness campaigns. The case I try to make is that much more customer interaction is possible through social media and that this will pay off greatly down the road in terms of ROI.

- Internally we have had to go through a significant adaptation process in explaining the value proposition of social media and propagating it throughout the organization. We have about 95% adoption with staff. The push back has been on the "time and intellectual" investment that needs to be made to insert work-related "relevant" messages into the daily routine by team members. They are much more apt to push personal messages that work messages.
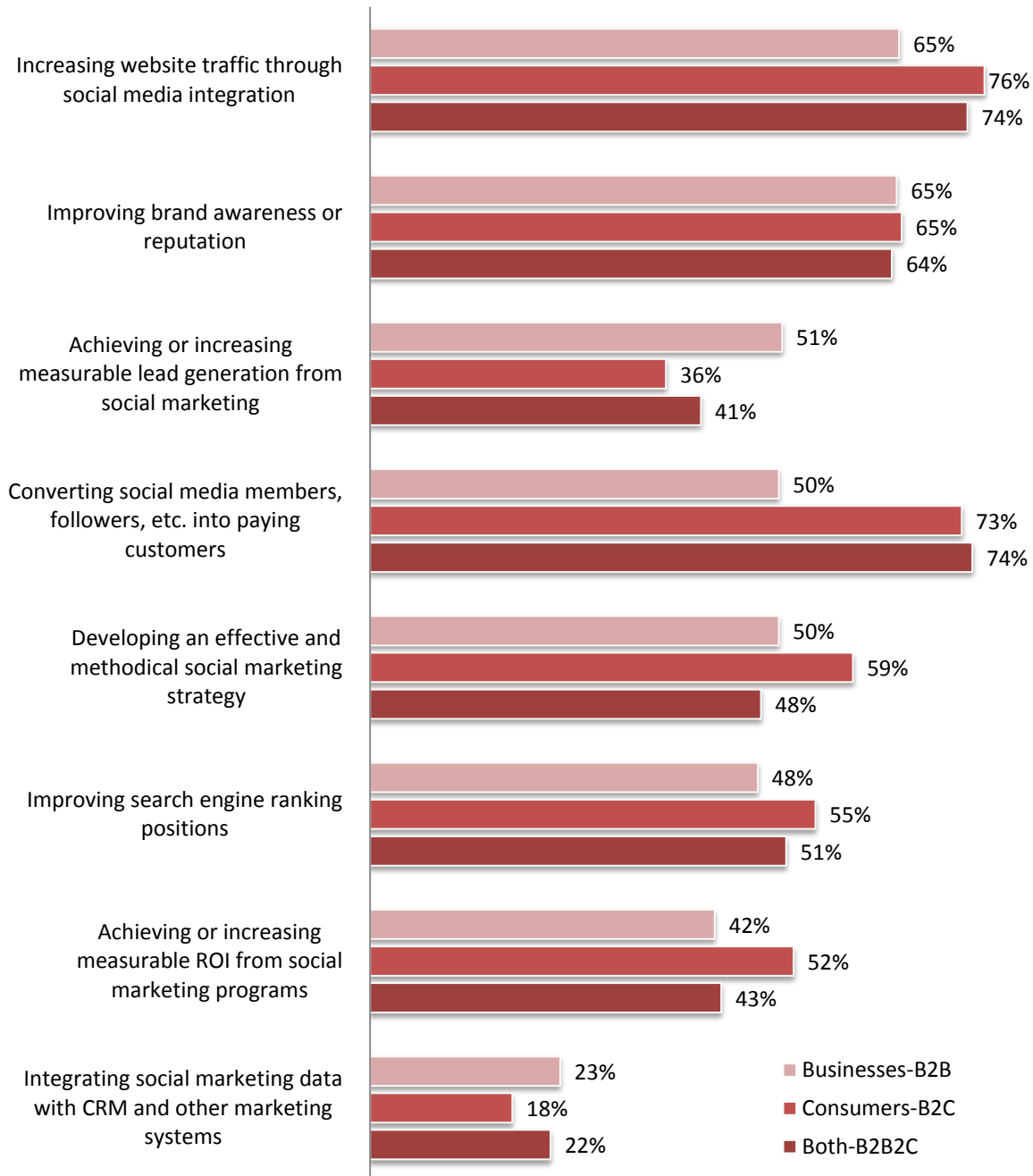
- Early indication on ROI from social is good. However, we need better measures and use those measures to develop best practices.

- We serve the pharmaceutical industry, which is very conservative on social media due to all the regulations. We struggle to connect with scientists on social media platforms and until we find that it is a viable strategy for our target, we are not investing too much money into it.

- In our experience, social media customers convert at a much lower rate and the cost of acquisition is comparable to conventional customers, which means the ROI, although positive, is less than conventional marketing.

- Like most marketing, ROI cannot be determined on one thing alone. Social media is just another spoke in the wheel.

- The biggest challenge is explaining to C-level executives at the company the time it takes to see a return.

- Everyone in the organization understands the potential and importance of social media marketing. However, we are a small organization, and likely near term payoff to social media marketing is smaller than for other campaigns, so we are not developing it as fully as we could.

- We are a nonprofit organization operating a social enterprise designed to generate revenue for the program activities and provide job training for high-risk youth and young adults (gang members/ex-offenders). We have absolutely no budget for marketing at this point so we rely heavily on free resources.

- I cannot convince senior management that this requires a formal strategy and time for the entire organization. I am the CMO for our largest division, but the other division CMOs are not on board or actively engaging. In addition, in an already overly burdened workload, I have just had to "find more time" for social media because it is hard to justify headcount for something people within our organization don't understand or are simply afraid of.

- Other senior executives do not see value in social media. I find it unacceptable that the executives who work in a technology sector do not follow social media.

- We are most frustrated about not knowing how to get started and nervous about making critical errors that will damage our social media reputation.

- Sales team has not grasped how to use social media effectively. They are having difficulty switching from the "push product" model to the "build relationships" model.

- I find this whole talk of ROI rather amusing. The measurements used are mostly old media. The impact of social media extends beyond simple cause and effect because it is in a network. Once you are in a network, there is often no distinction between marketing, customer support or corporate social responsibility.

- Getting buy-in from all parts of the business. Understanding the decision making process of our peers, customers, prospective clients when related to their use of social media.

- The only frustrating challenge is which platform and plan will work best for me. It is not hard to make a case for social media.

- Future and forecasting, even if we try to predict based on current facts and technology, is the most frustrating. From experience, we know the market will be affected every three months with new technology in the market. Technology seems to grow exponentially in multiple directions. Conventional measuring strategies seem to be outdated.

- Marketers are all about numbers and ROI. It is time for marketers to shift perspective. The ROI for social media is intangible. Embrace that for what it is. Use social media to your advantage and reap the benefits, even the non-quantifiable benefits.

- I am most frustrated trying to convincing senior management of the need to consider social marketing as a valid part of the marketing mix.

- Identifying and properly weighting the contributions of each of the sources responsible for funneling customers to the site and converting their visits to sales.

- It is still too difficult to try to track the "buzz" factor of social marketing. We all know inherently that happy/loyal consumers become advocates, but this extended benefit is very hard to pin down.

- The Internet culture has developed to make users expect all services found there to be free of charge- we are an information business, and net users expect info to be free.

- Individuals working on social media argue that it's necessary to create relationships with followers in order to create strong, convertible followers. We do not well understand the process of creating these relationships, so we spend far too much time on it. It feels as though we have someone constantly wasting time on Facebook instead of doing real marketing work. This effort is creating measurable ROI, but it seems far too time-consuming.

- Repeatedly coming up against the attitude that social media marketing is a major investment without guaranteed results, so why divert budget to this from other proven marketing?

- We are a nonprofit overseen by a volunteer Board of Directors who are not necessarily up to date on social networking applications and may not see the use they could serve. We are also short-staffed for maintaining significant social networking activities and have no ability to hire more staff due to budget shortfalls.

- We are a travel franchise organization and operate more than 40 franchisees in India. How can we create a singular social community that attracts consumers of all our franchisees to one place? How do we overcome the franchisees fear of not wanting to give 'visibility' of their clients to other franchisees? How can we promote the social media community?

- The cost of full 360 degree Social CRM packages is frustrating. Lower cost with less integration with fewer social media functions is an option but means time spent on integrating as many functions from third party vendors. Most so-called SCRM packages are not SCRM and often simply vague SM bolt-on features to existing CRM software.

- There are many cited "best practices" but no metrics to back them up or prove their value. Social media marketing requires a relatively large amount of resource and expertise.

- Social media is growing fast and it presents organizational challenges about where ownership lies. Even if you are good about running a hub-and-spoke model and the hub is properly resourced, it creates a new dimension of organizational complexity.

- I do not look at social media marketing as something I invest in. I advertise on Facebook and consider that an online advertising expense like Google AdWords. I consider the time I spend creating, maintaining and promoting my Facebook page as "free" because I do the work myself so the costs are all soft, not cash. I know this approach isn't really accurate and may not help me understand my costs, but it's how I think of it for now.

- The most frustrating is getting the CEO and the conservative board to buy social media in the first place. We are secretly using social media to get quotations requests, sales recruitment, and other business deals and saying we just stumbled upon these things because senior management does not want to use social media.

- Our B2B executive audience does not seem to be users of various social media platforms. Most of the C-level executives I deal with do not have social media accounts, their children and grandchildren do.

- Making direct connections between new leads (and ultimately purchase decisions) has been difficult in the context of an underfunded, under-resourced, ineffectively planned social media strategy.

- We are not convinced of its value and consider it a possible "flash-in-the-pan" concept much like MySpace and other debris littering the Internet highway.

- It is hard to determine how much ROI our investment in social media marketing returns. Other than giving us some brand presence we are working to find way to show and grow our sales.

- Risk aversion is the most frustrating challenge – the fear of losing control of the conversation and lack of understanding that control really does not exist and that it is better to be involved.

- We are a nonprofit financial institution seeking donations, investors (whose capital we then lend into communities), and potential borrowers in our niches. Except in the extreme rare instance of someone clicking straight through from an online post to, say, an online donation, it is impossible to say with any certainty what the impact of our social media work is.

- Finding relevant and worthwhile content or information to communicate to "fans" or customers that is appropriate for social media.

- In serving the ultraconservative pharmaceutical marketplace, we have exercised caution, almost to a fault, before jumping into the social media arena. Slow adopters within our organization serve as roadblocks to complete acceptance of Web 2.0, and have made it difficult to adopt, even when there is a business case to do so. We have had success with our PR program and have enjoyed exposure on Facebook and other social media sites. Therefore, the only tangible ROI is measured through our website traffic increase, and is being used as the argument to delve further into the social media arena.

- Reflecting conversion stats from social media efforts is my biggest challenge now. Fans love content and will clickthrough to an off-platform destination if the incentive is there. However, getting them to purchase once they leave the platform is another story.

- We find it very hard to get the information required to set up the strategies. Most information is why you should have social media in your business. We need the practical details on the how to achieve a social marketing plan and setting up the social media pages then controlling this process.

- Other executives in our firm, particularly the senior sales executives and CFO, are "old school." They do not believe social marketing has any value and do not think our customers are using social networks for business. I am sure they are wrong, but do not yet have the data to back this up.

- What makes social marketing most effective is the non-sales aspect of it. This is totally opposite from what a marketing campaign typically tries to achieve. In addition, because of the popularity and low cost of the medium, standing out and being original is difficult. For these reasons more time must be spent in designing these programs to be impactful and having processes in place to measure their success through the sales cycle in order to determine the ROI and future initiatives.

SOCIAL MARKETING PROGRAMS HAVE REACHED AN ROI TURNING POINT

Q. What is the average return on investment (percent ROI) from your social marketing programs?

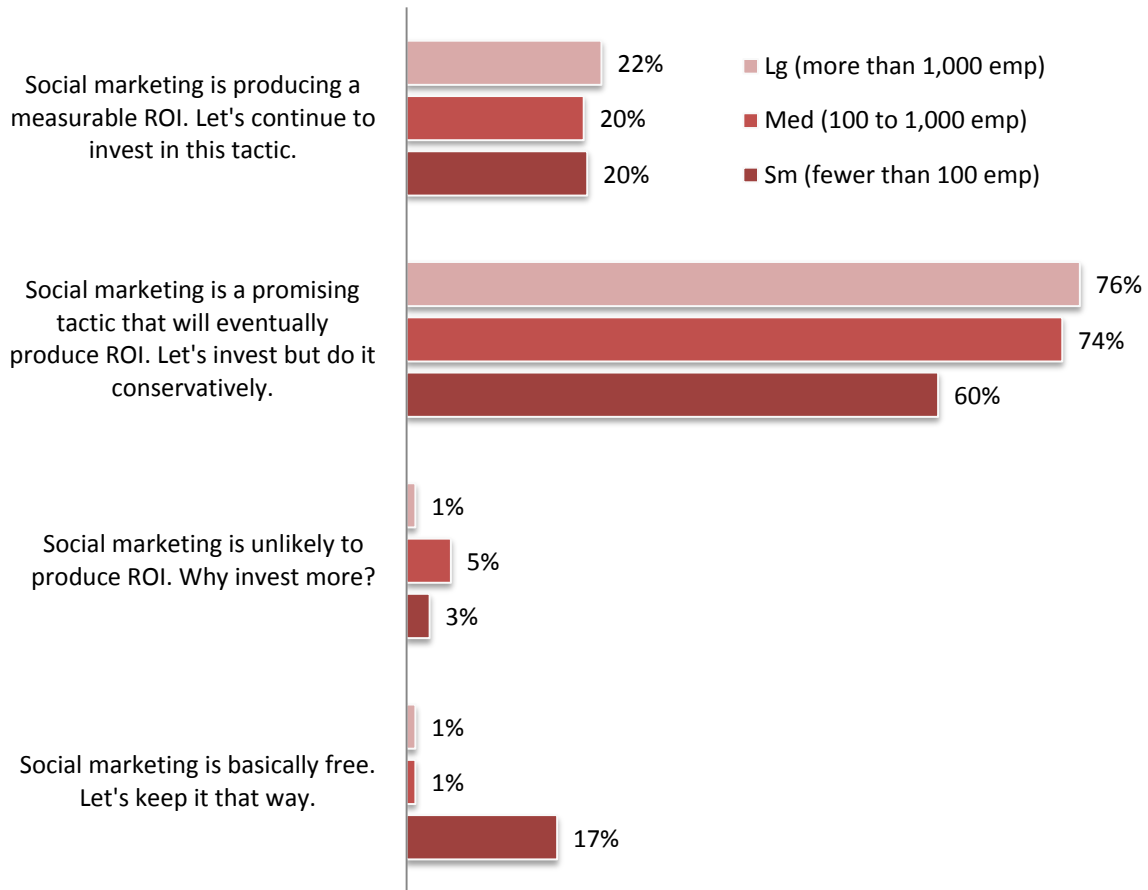**Chart: Most frequently reported percentages of social marketing ROI**
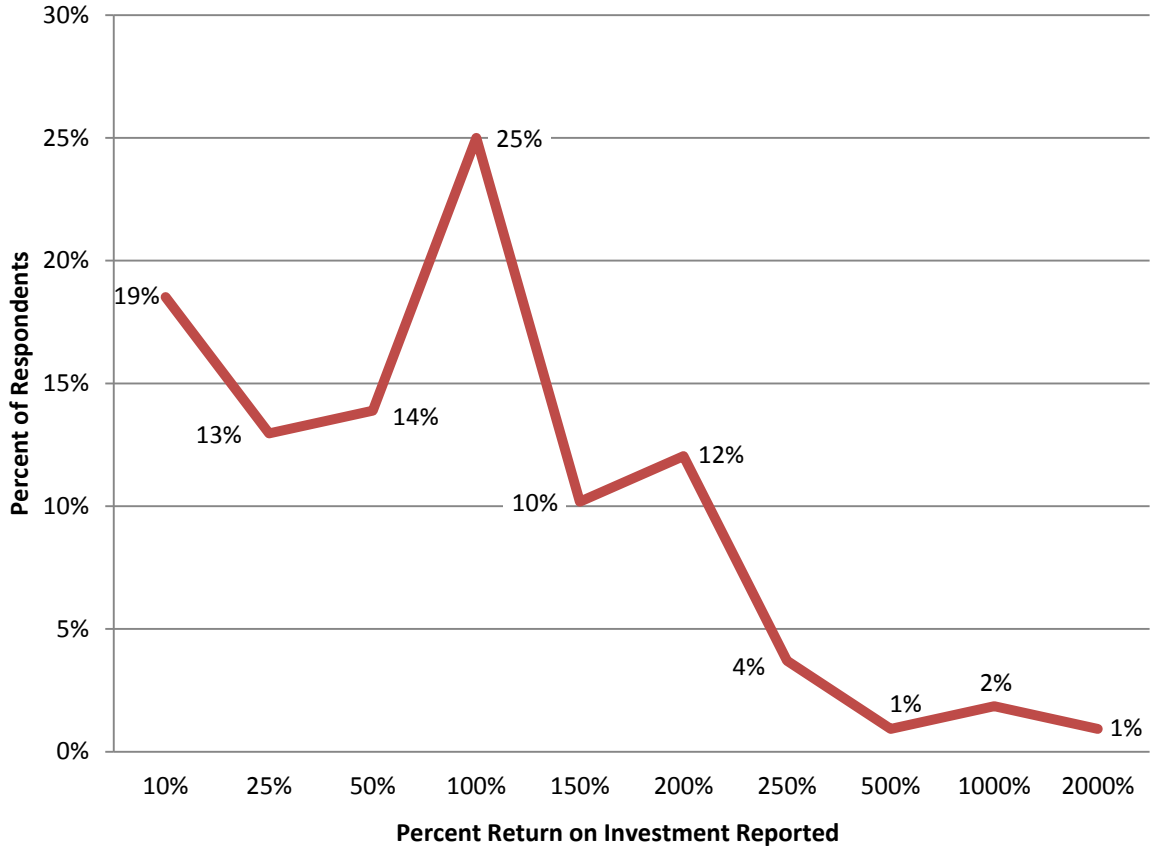
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Social marketing ROI is a measure of the financial value returned from each dollar invested in this channel. When ROI equals a positive percentage, the social marketing program is earning more than it is costing. Proving ROI is a top priority for CMOs in 2011.

The overall average ROI reported by CMOs who are measuring it is 95%.

According to this chart, one-quarter of organizations have achieved a 100% return on their social marketing investment. Twelve percent of CMOs reported a 200% ROI and an additional two percent of CMOs reported 1,000% ROI. This is tremendous progress for a practice that many organizations once considered unlikely to produce a return on investment.

VALUES THAT TRANSLATE INTO THE "RETURN" IN SOCIAL MARKETING ROI

Q. Which of the following VALUES does your organization include when calculating the RETURN on social marketing investments?

Chart: Values organizations use to calculate social marketing's return on investment

Actual value of sales generated by social marketing programs — 62%

Estimated value of increased website traffic from social marketing programs — 49%

Estimated value of new leads generated by social marketing programs — 47%

Estimated value of quantitative social metrics like number of fans, followers and subscribers — 34%

Estimated value of qualitative social metrics like brand sentiment and awareness — 24%

Reduced cost of customer support and customer acquisition due to social marketing programs — 13%

Other values — 7%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Like most online channels, organizations use different types of values to calculate the financial return on their social media efforts. Most are estimated values because it is often difficult, if not impossible, to track a transaction backwards and logically attribute it to single point of origin in a multichannel, multi-touch marketing strategy.

However, not all financial values used to calculate ROI are estimates. The most frequently included value in ROI calculations (used by 62% of CMOs) is the actual value of sales generated by social marketing programs.

Chart: Values used to calculate ROI, by social marketing maturity phase

Actual value of sales generated by social marketing programs		62% / 63% / 60%
Estimated value of new leads generated by social marketing programs		54% / 50% / 41%
Estimated value of quantitative social metrics like number of fans, followers and subscribers		48% / 34% / 26%
Estimated value of increased website traffic from social marketing programs		48% / 54% / 43%
Estimated value of qualitative social metrics like brand sentiment and awareness		31% / 24% / 20%
Reduced cost of customer support and customer acquisition due to social marketing programs		23% / 12% / 10%
Other values		8% / 5% / 9%

Legend: ■ Strategic ■ Transition ■ Trial

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

CMOs whose organizations are in the Strategic phase of social marketing maturity recognize that producing financial value is not only about increasing income, it is also about reducing costs. These CMOs are twice as likely as organizations in the Trial and Transition phases to include the reduced cost of customer support and customer acquisition due to social marketing programs in ROI calculations.

Chart: Values used to calculate social marketing ROI, by primary channel

Actual value of sales generated by social marketing programs
- 62%
- 62%
- 68%

Estimated value of increased website traffic from social marketing programs
- 46%
- 54%
- 47%

Estimated value of new leads generated by social marketing programs
- 57%
- 43%
- 38%

Estimated value of quantitative social metrics like number of fans, followers and subscribers
- 30%
- 39%
- 31%

Estimated value of qualitative social metrics like brand sentiment and awareness
- 26%
- 19%
- 22%

■ Businesses-B2B
■ Consumers-B2C
■ Both-B2B2C

Reduced cost of customer support and customer acquisition due to social marketing programs
- 13%
- 12%
- 15%

Other values
- 8%
- 3%
- 8%

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

B2B marketers rely on the estimated value of new leads generated by social marketing programs to calculate ROI more than do marketers in other channels. B2B marketers are also more reliant on the estimated value of qualitative social metrics like brand sentiment and awareness. Both of these values are necessary for generating a sufficient volume of leads and nurturing relationships with them during the often long and complex B2B sales cycle.

Chart: Values used to calculate social marketing ROI, by industry

Actual value of sales generated by social marketing programs
- 62%
- 62%
- 73%
- 55%
- 52%

Estimated value of new leads generated by social marketing programs
- 48%
- 62%
- 36%
- 51%
- 43%

Estimated value of increased website traffic from social marketing programs
- 37%
- 50%
- 55%
- 45%
- 49%

Estimated value of quantitative social metrics like number of fans, followers and subscribers
- 28%
- 28%
- 31%
- 36%
- 34%

Estimated value of qualitative social metrics like brand sentiment and awareness
- 24%
- 22%
- 13%
- 21%
- 31%

■ Professional or Financial Services
■ Software or Software as a Service
■ Retail or Ecommerce
■ Education or Healthcare
■ Media or Publishing

Reduced cost of customer support and customer acquisition due to social marketing programs
- 13%
- 16%
- 13%
- 15%
- 16%

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Organizations in the retail or e-commerce sector have the capability, more often than not, to convert website visitors into paying customers, and track these customers back to the referring social sites. Therefore, the most frequently used values by this sector are the actual value of sales generated and the estimated value of increased website traffic from social marketing programs.

Chart: Values used to calculate social marketing ROI, by organization size

Category	Lg (more than 1,000 emp)	Med (100 to 1,000 emp)	Sm (fewer than 100 emp)
Estimated value of increased website traffic from social marketing programs	63%	54%	47%
Estimated value of new leads generated by social marketing programs	44%	51%	47%
Estimated value of quantitative social metrics like number of fans, followers and subscribers	38%	37%	33%
Actual value of sales generated by social marketing programs	34%	52%	64%
Estimated value of qualitative social metrics like brand sentiment and awareness	28%	31%	22%
Reduced cost of customer support and customer acquisition due to social marketing programs	19%	18%	12%

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Methodology: Fielded February 2011, N=3,342

This chart points out two distinctions in how organizations of different sizes calculate social marketing ROI:

- The larger an organization, the more likely it is to include the estimated value of website traffic from social marketing programs in their ROI calculations.
- The smaller an organization, the more likely it is to include the actual value of sales generated by social marketing programs in their ROI calculations.

These distinctions possibly reflect the impact of size and complexity on an organization's ability to track actual sales back to an attributable source of engagement.

COSTS THAT TRANSLATE INTO THE "INVESTMENT" IN SOCIAL MARKETING ROI

Q. Which of the following COSTS does your organization include when calculating the INVESTMENT made in social marketing programs?

Chart: Costs that organizations use to calculate social marketing's the return on investment
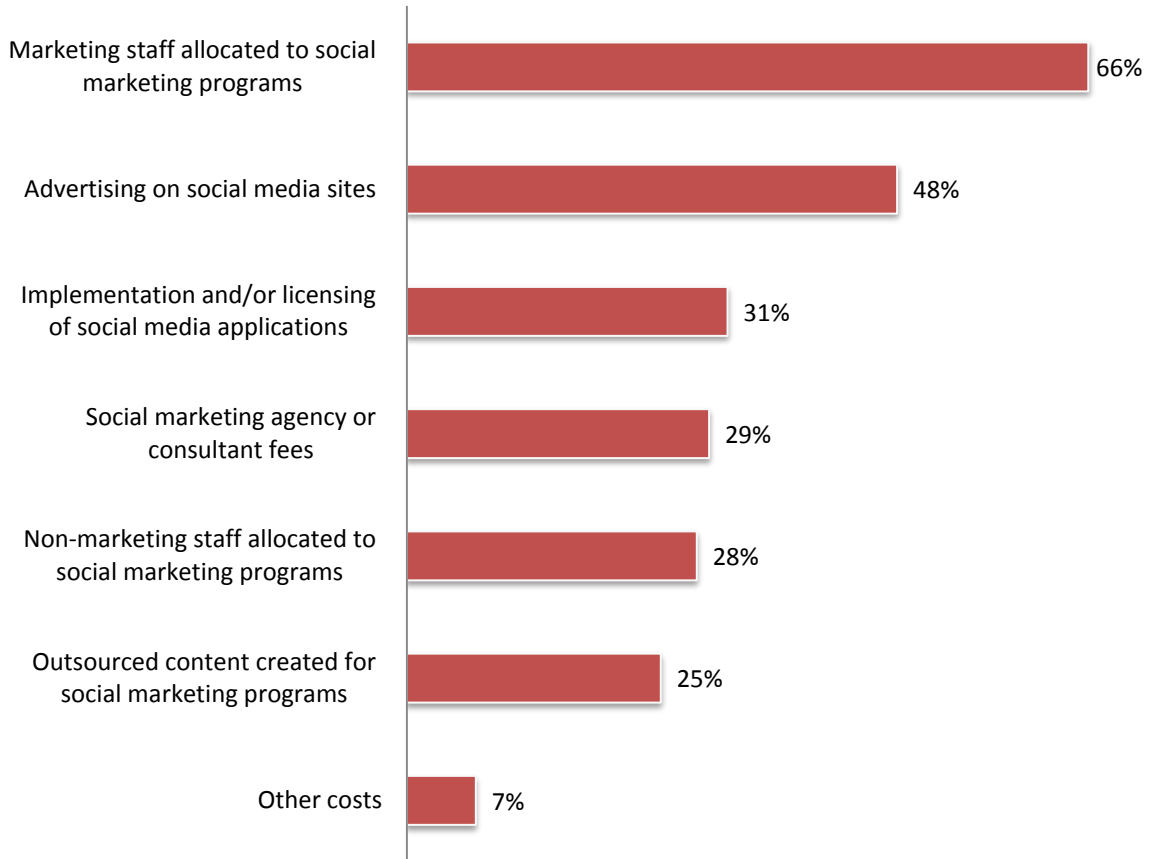
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

The investment side of the ROI equation relates to the costs associated with social marketing programs.

Social marketing is a time-consuming tactic, so it comes as no surprise that the cost of marketing staff allocated to social marketing programs is included in ROI calculations by 66 percent of CMOs. For this reason, it is also not surprising that 28 percent of CMOs include the cost of non-marketing staff allocated to social marketing programs in their ROI calculations.

Social falls into two media categories – earned and paid. Earned media is most often the result of staff efforts to engage fans and followers on social sites. Paid media is most often the result of advertising on social media sites. Paid media, or the cost of advertising on social media sites, is included in ROI calculations by 48 percent of CMOs.

Chart: Costs used to calculate ROI, by social marketing maturity phase

Marketing staff allocated to social marketing programs		82%
		69%
		56%

Legend: ■ Strategic ■ Transition ■ Trial

Category	Strategic	Transition	Trial
Marketing staff allocated to social marketing programs	82%	69%	56%
Advertising on social media sites	41%	53%	44%
Implementation and/or licensing of social media applications	37%	32%	27%
Non-marketing staff allocated to social marketing programs	29%	27%	30%
Social marketing agency or consultant fees	27%	30%	28%
Outsourced content created for social marketing programs	23%	23%	28%
Other costs	3%	5%	10%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

In this chart, there is one clear distinction between organizations in different phases of social marketing maturity. The more advanced an organization's phase of maturity, the more likely it is to include the cost of marketing staff allocated to social marketing programs when calculating ROI.

Strategic phase marketers understand what drives value in social media – people who spend time taking an active role in engaging social constituencies – and they are willing to pay for it.

The second most frequent cost used to calculate ROI is advertising on social media sites. Social platforms use their member profile information, preferences and behaviors to target ads with extreme precision, making social site advertising highly efficient when strategically planned.

Chart: Costs used to calculate social marketing ROI, by primary channel

Marketing staff allocated to social marketing programs
- 74%
- 57%
- 65%

Advertising on social media sites
- 41%
- 58%
- 49%

Implementation and/or licensing of social media applications
- 34%
- 29%
- 32%

■ Businesses-B2B
■ Consumers-B2C
■ Both-B2B2C

Non-marketing staff allocated to social marketing programs
- 28%
- 27%
- 31%

Social marketing agency or consultant fees
- 28%
- 32%
- 29%

Outsourced content created for social marketing programs
- 29%
- 24%
- 20%

Other costs
- 8%
- 5%
- 6%

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Organizations marketing to consumers spend a larger share of their social marketing budgets on advertising. This is why as many CMOs marketing to the B2C channel include the cost of advertising on social media sites in ROI calculations as they do the cost of marketing staff allocated to social marketing programs.

Chart: Costs used to calculate social marketing ROI, by industry

Marketing staff allocated to social marketing programs
- 67%
- 75%
- 61%
- 67%
- 74%

Advertising on social media sites
- 41%
- 42%
- 56%
- 44%
- 50%

Implementation and/or licensing of social media applications
- 31%
- 35%
- 31%
- 33%
- 35%

Non-marketing staff allocated to social marketing programs
- 30%
- 23%
- 31%
- 27%
- 30%

Social marketing agency or consultant fees
- 27%
- 38%
- 31%
- 29%
- 24%

Outsourced content created for social marketing programs
- 22%
- 23%
- 24%
- 27%
- 20%

Legend:
- Professional or Financial Services
- Software or Software as a Service
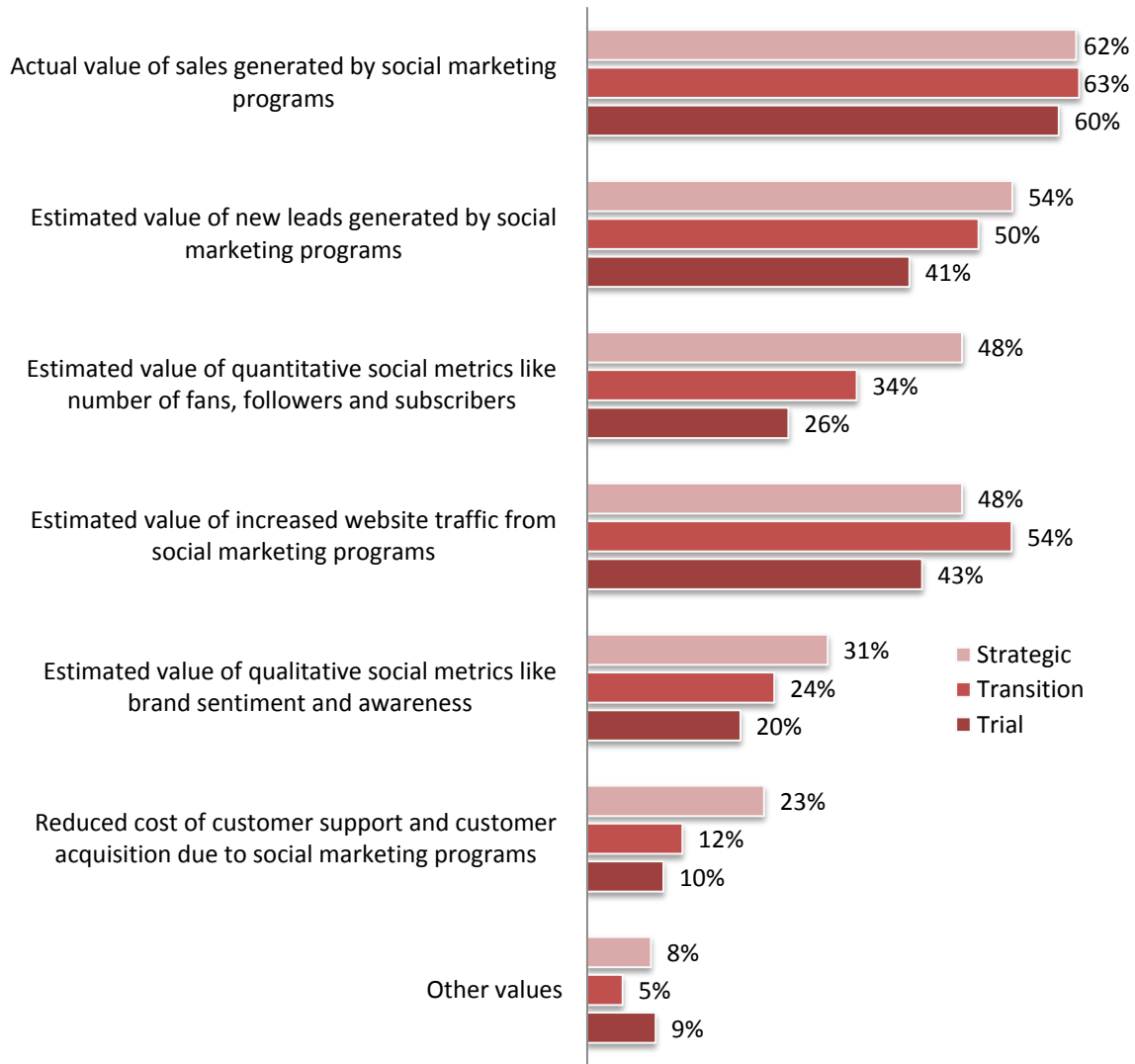- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

"We serve the pharmaceuticals industry, which is very conservative on social media due to all the regulations. We struggle to connect with scientists on social media platforms and until we find that it is a viable strategy for our target, we are not investing too much money into it." - CMO Insight on Social ROI

Chart: Costs used to calculate social marketing ROI, by organization size
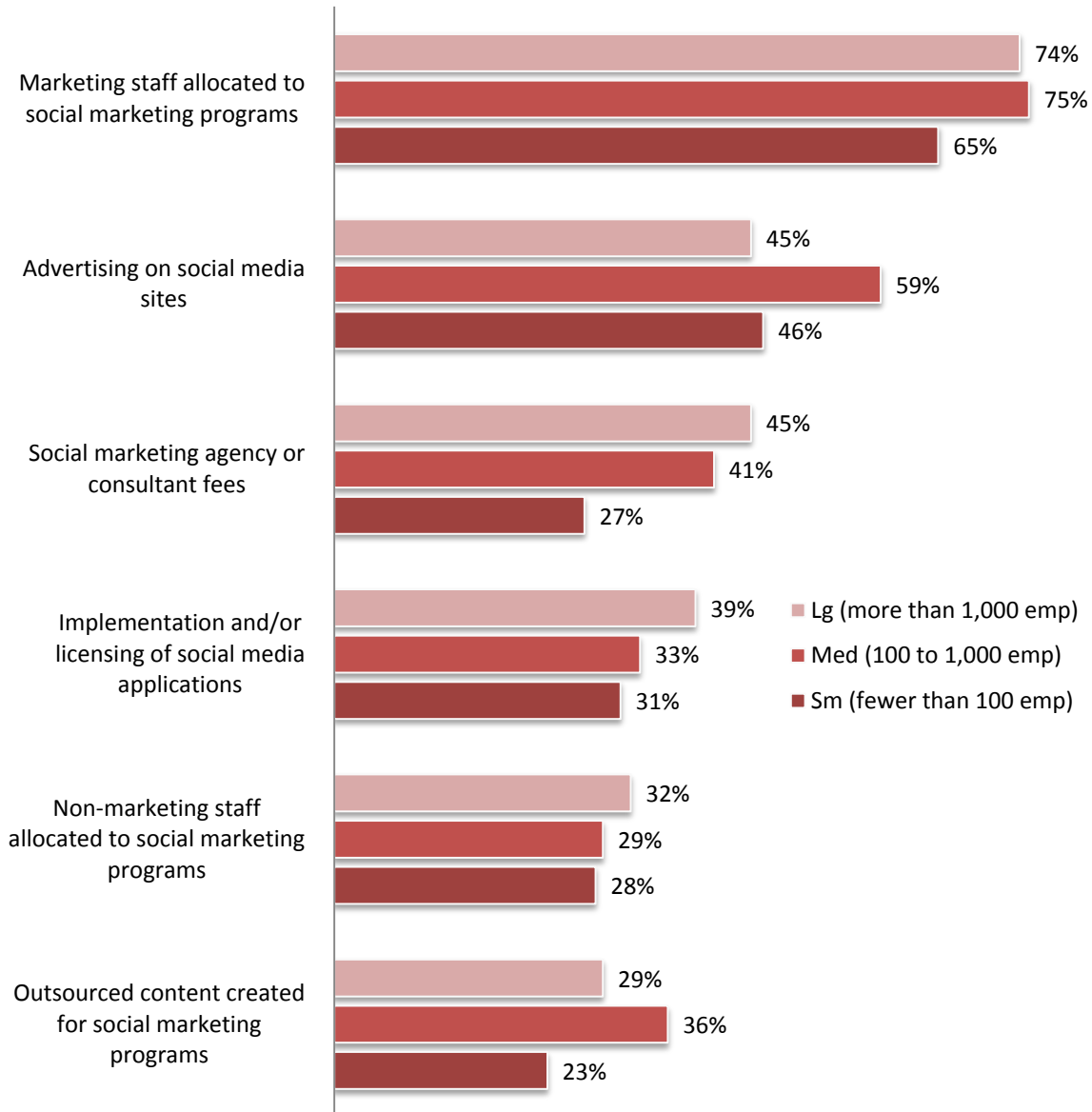
Marketing staff allocated to social marketing programs
- 74%
- 75%
- 65%

Advertising on social media sites
- 45%
- 59%
- 46%

Social marketing agency or consultant fees
- 45%
- 41%
- 27%

Implementation and/or licensing of social media applications
- 39%
- 33%
- 31%

■ Lg (more than 1,000 emp)
■ Med (100 to 1,000 emp)
■ Sm (fewer than 100 emp)

Non-marketing staff allocated to social marketing programs
- 32%
- 29%
- 28%

Outsourced content created for social marketing programs
- 29%
- 36%
- 23%

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"Smaller businesses do not have the time to handle their own social media presence or the marketing budgets to allow others to perform the work. Therefore, their social marketing efforts are often ineffective attempts at brand awareness campaigns. The case I try to make is that much more customer interaction is possible through social media and that this will pay off greatly down the road in terms of ROI."
- CMO Insight on Social ROI

CHAPTER 3: MONITORING HOW SOCIAL MEDIA IS USED AND MEASURING THE IMPACT

The goal of social media monitoring is to gain a better understanding of the potential target audiences in your social sphere, where they are and what interests them. Monitoring will also help benchmark important metrics for social media objectives that align your target audiences.

MARKETERS ARE MEASURING WHAT MATTERS MOST IN SOCIAL MARKETING AND BEYOND

Q. Which of the following does your organization monitor or track to quantify the impact of social marketing?

Chart: What organizations monitor or track to quantify the impact of social media marketing
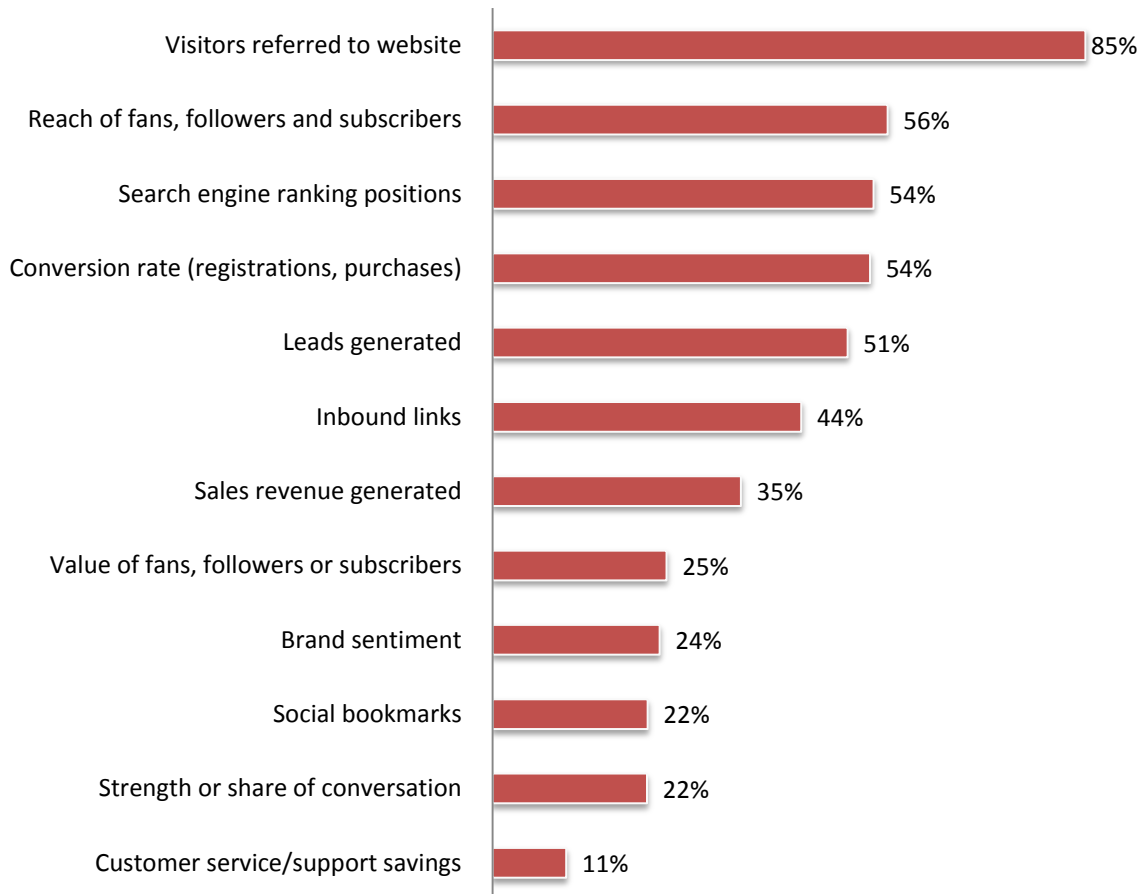
Metric	Percentage
Visitors referred to website	85%
Reach of fans, followers and subscribers	56%
Search engine ranking positions	54%
Conversion rate (registrations, purchases)	54%
Leads generated	51%
Inbound links	44%
Sales revenue generated	35%
Value of fans, followers or subscribers	25%
Brand sentiment	24%
Social bookmarks	22%
Strength or share of conversation	22%
Customer service/support savings	11%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Marketers are measuring traditional metrics like website traffic and search engine rankings, as well as metrics that are specific to social media like fans and followers. The key is monitoring and tracking the metrics that will have the most impact on achieving your social marketing objectives.

Chart: Metrics measured to quantify impact, by social marketing maturity phase
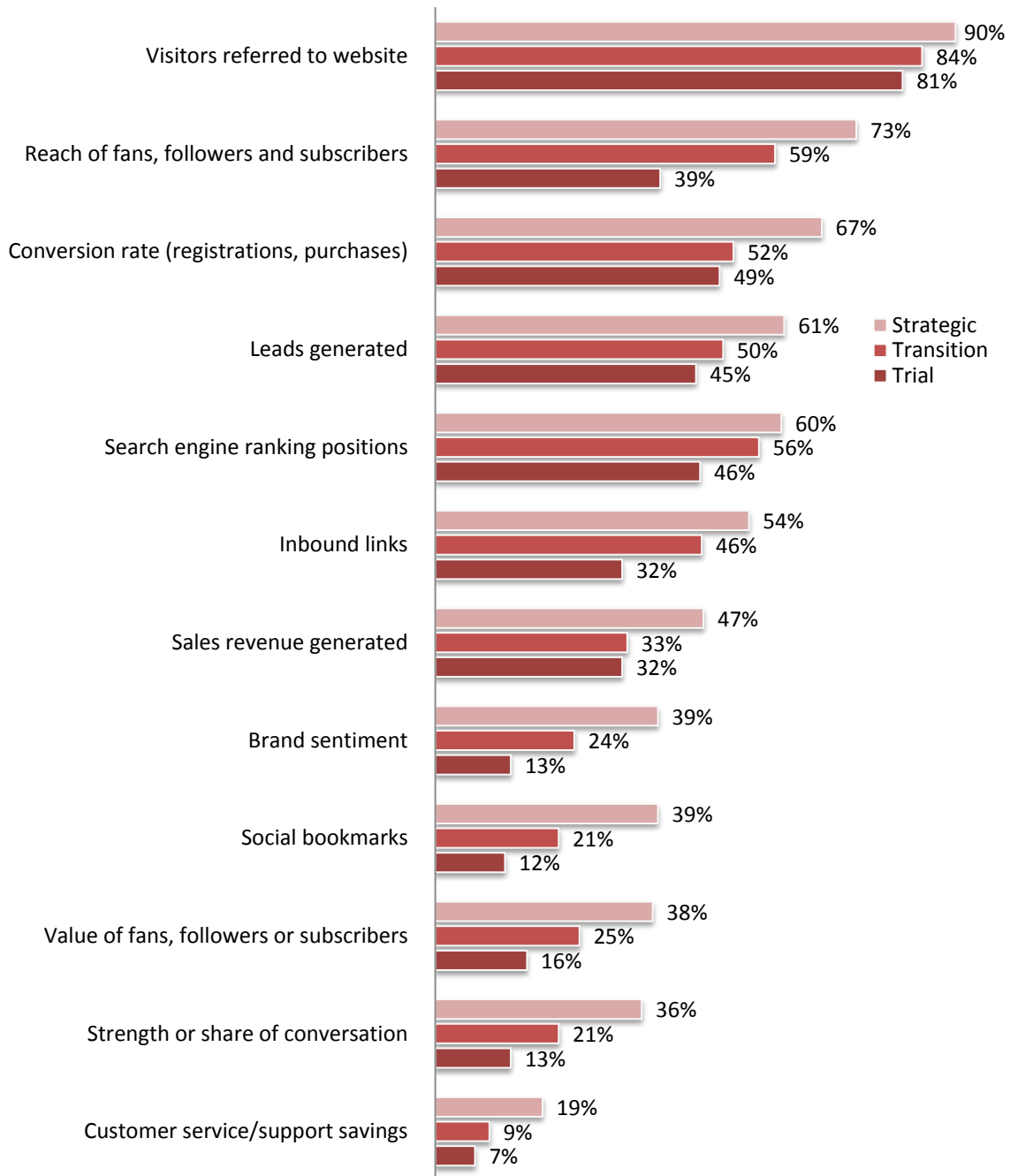
Metric	Strategic	Transition	Trial
Visitors referred to website	90%	84%	81%
Reach of fans, followers and subscribers	73%	59%	39%
Conversion rate (registrations, purchases)	67%	52%	49%
Leads generated	61%	50%	45%
Search engine ranking positions	60%	56%	46%
Inbound links	54%	46%	32%
Sales revenue generated	47%	33%	32%
Brand sentiment	39%	24%	13%
Social bookmarks	39%	21%	12%
Value of fans, followers or subscribers	38%	25%	16%
Strength or share of conversation	36%	21%	13%
Customer service/support savings	19%	9%	7%

■ Strategic
■ Transition
■ Trial

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Organizations in the Strategic phase of social marketing maturity are more likely to have a formal process for routinely monitoring and quantifying the impact of social marketing programs. This practice provides the knowledge they need to improve effectiveness. For organizations in the Trial phase, monitoring provides a benchmark that establishes where they are now and to measure future progress.

Chart: Metrics measured to quantify impact, by primary channel

Metric	Businesses-B2B	Consumers-B2C	Both-B2B2C
Visitors referred to website	86%	82%	84%
Reach of fans, followers and subscribers	51%	58%	62%
Conversion rate (registrations, purchases)	53%	52%	61%
Search engine ranking positions	57%	51%	54%
Leads generated	62%	39%	48%
Inbound links	46%	39%	47%
Sales revenue generated	32%	37%	46%
Value of fans, followers or subscribers	21%	27%	30%
Social bookmarks	21%	17%	29%
Brand sentiment	20%	27%	28%
Strength or share of conversation	18%	29%	23%
Customer service/support savings	9%	13%	12%

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"We have a dashboard that shows number social interactions per page, how many shares it drove, how many resulting visits were created from each social share, and how many conversions resulted. We are also building a social database so we can segment our mass influencers and target them for specialized campaigns." - Marketer insight on social monitoring

Chart: Most often measured metrics to quantify impact, by industry

Metric	Professional or Financial	Software or SaaS	Retail or Ecommerce	Education or Healthcare	Media or Publishing
Visitors referred to website	75%	88%	88%	80%	92%
Reach of fans, followers and subscribers	52%	48%	52%	68%	62%
Conversion rate (registrations, purchases)	51%	61%	65%	47%	58%
Search engine ranking positions	55%	60%	59%	49%	46%
Inbound links	35%	52%	52%	38%	46%
Leads generated	63%	64%	45%	41%	42%

Legend:
- Professional or Financial
- Software or SaaS
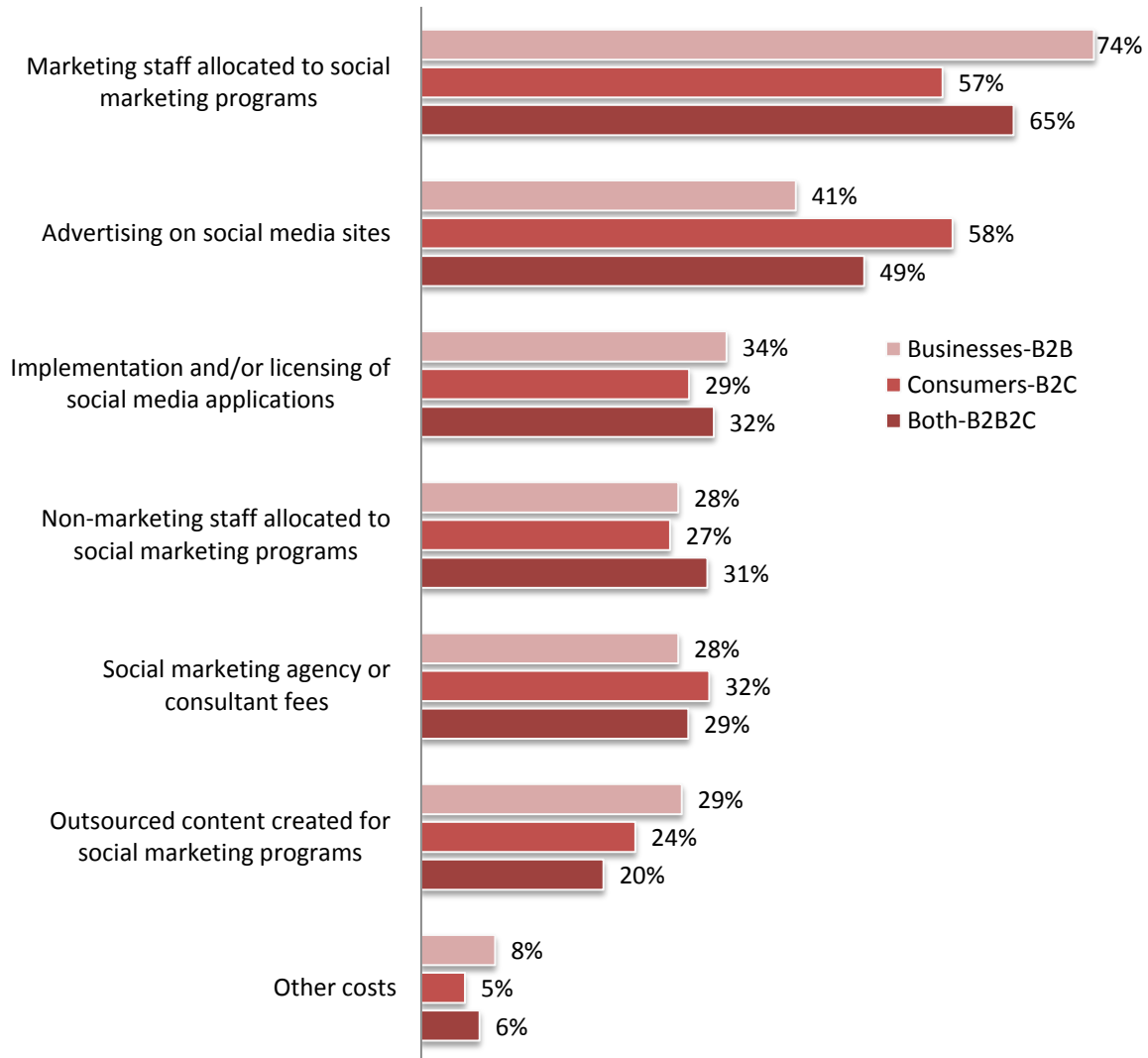- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Chart: Metrics measured to quantify impact, by organization size

Metric	Lg (more than 1,000 emp)	Med (100 to 1,000 emp)	Sm (fewer than 100 emp)
Visitors referred to website	87%	85%	83%
Reach of fans, followers and subscribers	67%	58%	52%
Conversion rate (registrations, purchases)	58%	57%	52%
Leads generated	49%	50%	51%
Search engine ranking positions	47%	55%	56%
Inbound links	37%	43%	47%
Brand sentiment	35%	26%	20%
Strength or share of conversation	33%	22%	19%
Sales revenue generated	29%	29%	40%
Value of fans, followers or subscribers	28%	24%	25%
Social bookmarks	21%	21%	23%
Customer service/support savings	12%	13%	9%

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Not all metrics were created equal. Some are much more difficult to monitor and measure. Tracking these metrics requires tracking and reporting features not always found in free or basic monitoring solutions. Larger organizations are more likely to use the full-featured, enterprise-level solutions required to track difficult metrics like downstream fans and followers, share of conversation, etc.

TOOLS AND SOLUTIONS USED TO MEASURE THE IMPACT OF SOCIAL MARKETING

Q. Which type of analytics or monitoring solution does your organization primarily use to track social marketing metrics?

Chart: Marketers three times as likely to use a free solution as they are to pay for use
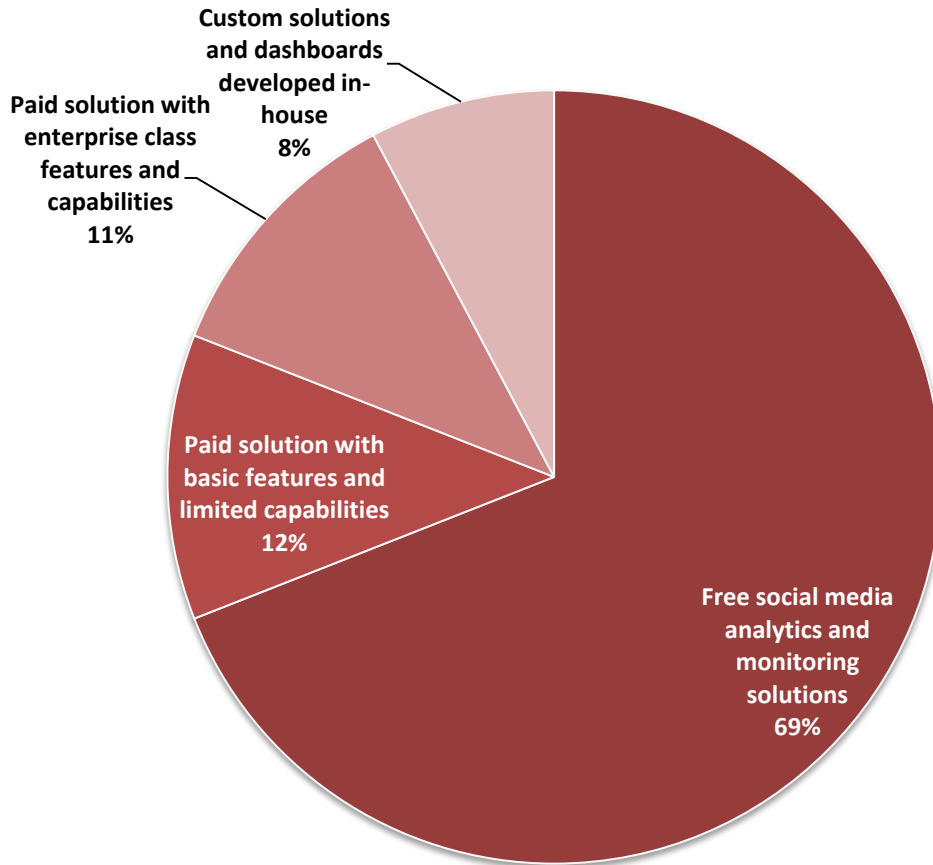
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Nearly one quarter of organizations are paying for the solution they primarily use to monitor and analyze social media. An additional 8 percent have developed a custom solution in-house. Nevertheless, for the majority of organizations, the information provided by free solutions is sufficient. Today, many free solutions are feature-rich and provide the wealth of easily accessible data marketers require.

Chart: Type of solution used to measure the impact, by social marketing maturity phase
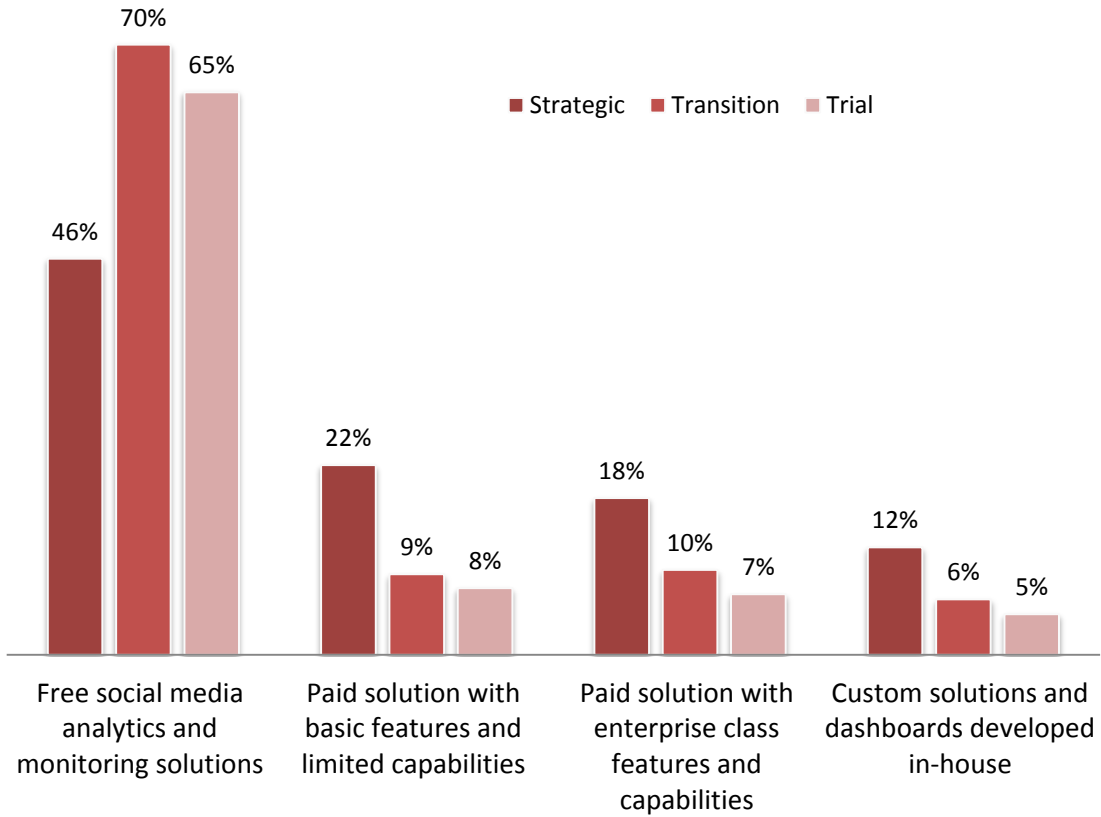
■ Strategic ■ Transition ■ Trial

While organizations that have advanced to the Strategic phase of social marketing maturity are roughly twice as likely pay for the primary solution they use to measure impact, nearly half of them (46%) find free analytics or monitoring solutions fulfill their needs.

Chart: Type of solution used to measure the impact of social marketing, by primary channel

■ Businesses-B2B   ■ Consumers-B2C   ■ Both - B2B2C

Free social media analytics and monitoring solutions: 62%, 70%, 62%

Paid solution with basic features and limited capabilities: 11%, 9%, 14%

Paid solution with enterprise class features and capabilities: 13%, 9%, 10%

Custom solutions and dashboards developed in-house: 7%, 5%, 10%
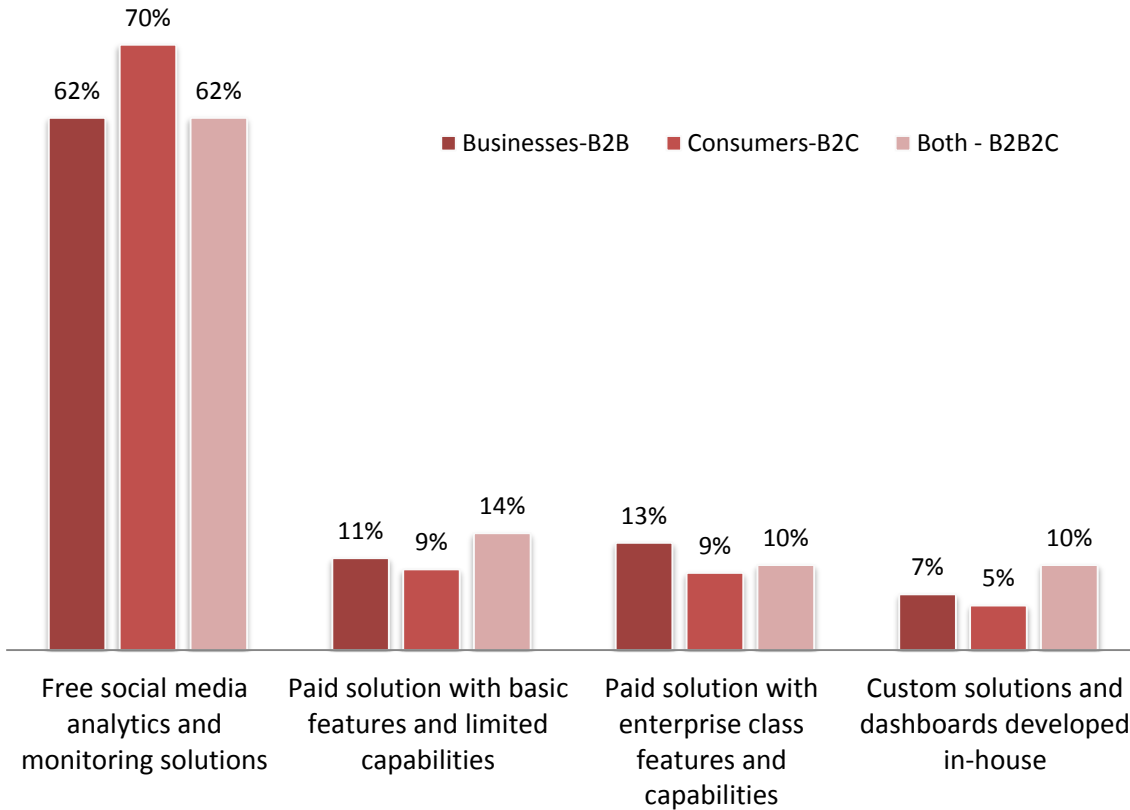
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

In general, the volume of conversations about B2C brands is significantly greater than the volume of conversations about B2B brands. Yet, organizations marketing to consumers are less likely to invest in paid analytics and monitoring solutions. This is surprising because paid solutions offer comprehensive tracking and reporting features that would simplify the process of understanding and measuring the impact of the high volume of conversations about B2C brands.

Chart: Type of solution used to measure the impact of social marketing, by industry
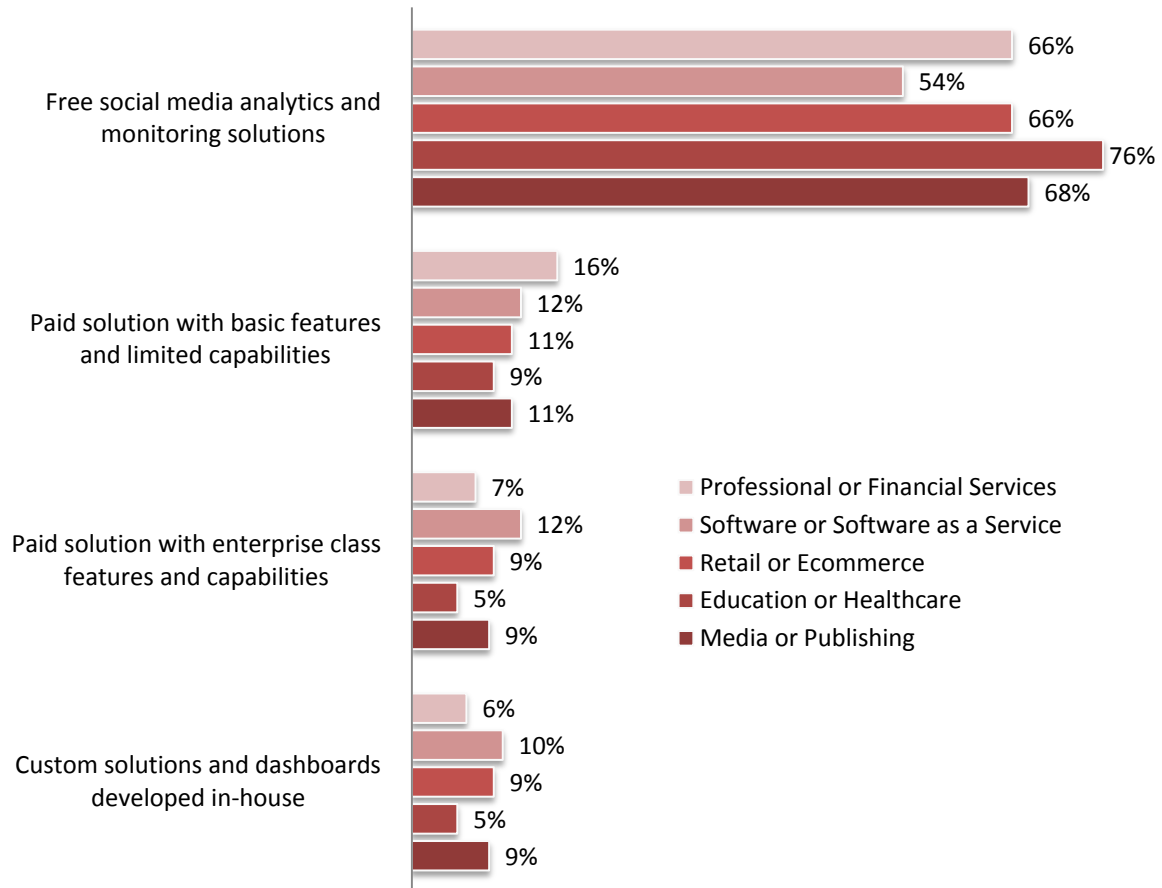
Free social media analytics and monitoring solutions
- 66%
- 54%
- 66%
- 76%
- 68%

Paid solution with basic features and limited capabilities
- 16%
- 12%
- 11%
- 9%
- 11%

Paid solution with enterprise class features and capabilities
- 7%
- 12%
- 9%
- 5%
- 9%

Legend:
- Professional or Financial Services
- Software or Software as a Service
- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

Custom solutions and dashboards developed in-house
- 6%
- 10%
- 9%
- 5%
- 9%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

"We are a college, so our analytics can't be tied as easily to revenue since there aren't purchases made on line. We're looking at it more as a big picture project. We do use it proactively to respond to positive or negative feedback we see on public facing websites." - Marketer insight on solutions

Chart: Type solution used to measure the impact of social marketing, by organization size
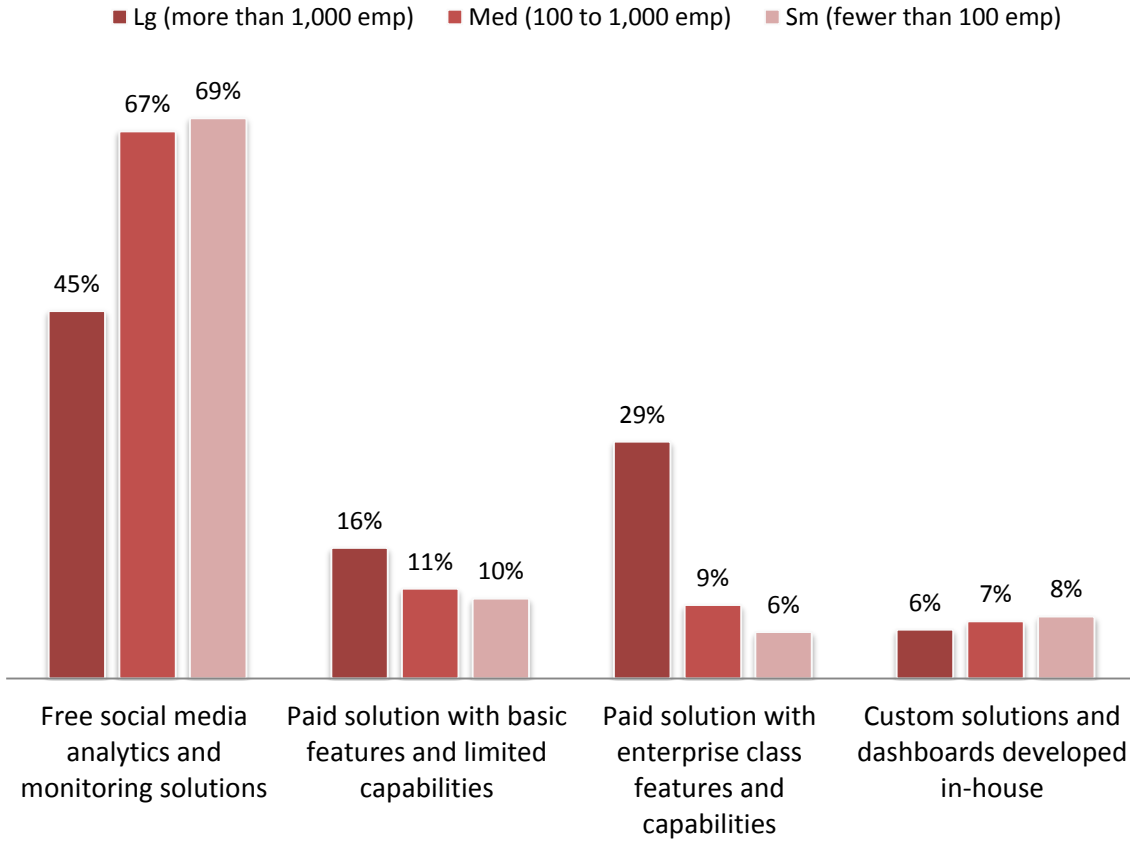
■ Lg (more than 1,000 emp)　　■ Med (100 to 1,000 emp)　　■ Sm (fewer than 100 emp)

	Free social media analytics and monitoring solutions	Paid solution with basic features and limited capabilities	Paid solution with enterprise class features and capabilities	Custom solutions and dashboards developed in-house
Lg	45%	16%	29%	6%
Med	67%	11%	9%	7%
Sm	69%	10%	6%	8%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

"We are a small company and budgets are tight. We have had good results using all of the free applications. When we grow, we may expand to the paid services, but to date this has not been necessary." - Marketer insight on solutions

MARKETER INSIGHTS ON MONITORING AND MEASURING SOCIAL MEDIA MARKETING

Q. How has your organization used social media monitoring and metrics tracking to optimize social marketing performance?

- We're lucky enough to already have a traditional research department as well as an SEO/SEM department so we've been able to measure our SMM results mostly via extrapolation of data that we already collect.

- We have used monitoring and metrics to determine where to focus our efforts. This ensures that we are not spread too thin and are putting our main efforts into the platforms/networks that provide the most value to us and to our customers. For an organization with limited resources to dedicate to social media and no one doing it full time, this is critical.

- I have not yet installed any formal analytics and monitoring solutions. It's still an empirical process for me.

- We look at traffic, call-to-action stats, and sales generated from social media, particularly Facebook.

- We are a small company and budgets are tight. We have had good results using all of the free applications. When we grow, we may expand to the paid services, but to date this has not been necessary. Integration into the groups on LinkedIn has been very valuable in defining a targeted audience. References are HUGE and give someone searching or considering you a glimpse into your relationships beyond the language you put on your profile

- We saw that Facebook fans spend a fair amount of time on the site and often take our trial offer. That was enough to get us to increase our paid advertising on Facebook.

- We mainly track inbound links so that we know which bloggers are writing about us and we work to grow a relationship with those that send good visitors (quality and quantity).

- Any links posted on Facebook include an embedded tracking tag so we can monitor traffic from our page. Our Twitter account is managed through Hootsuite which gives us great stats on our posts.
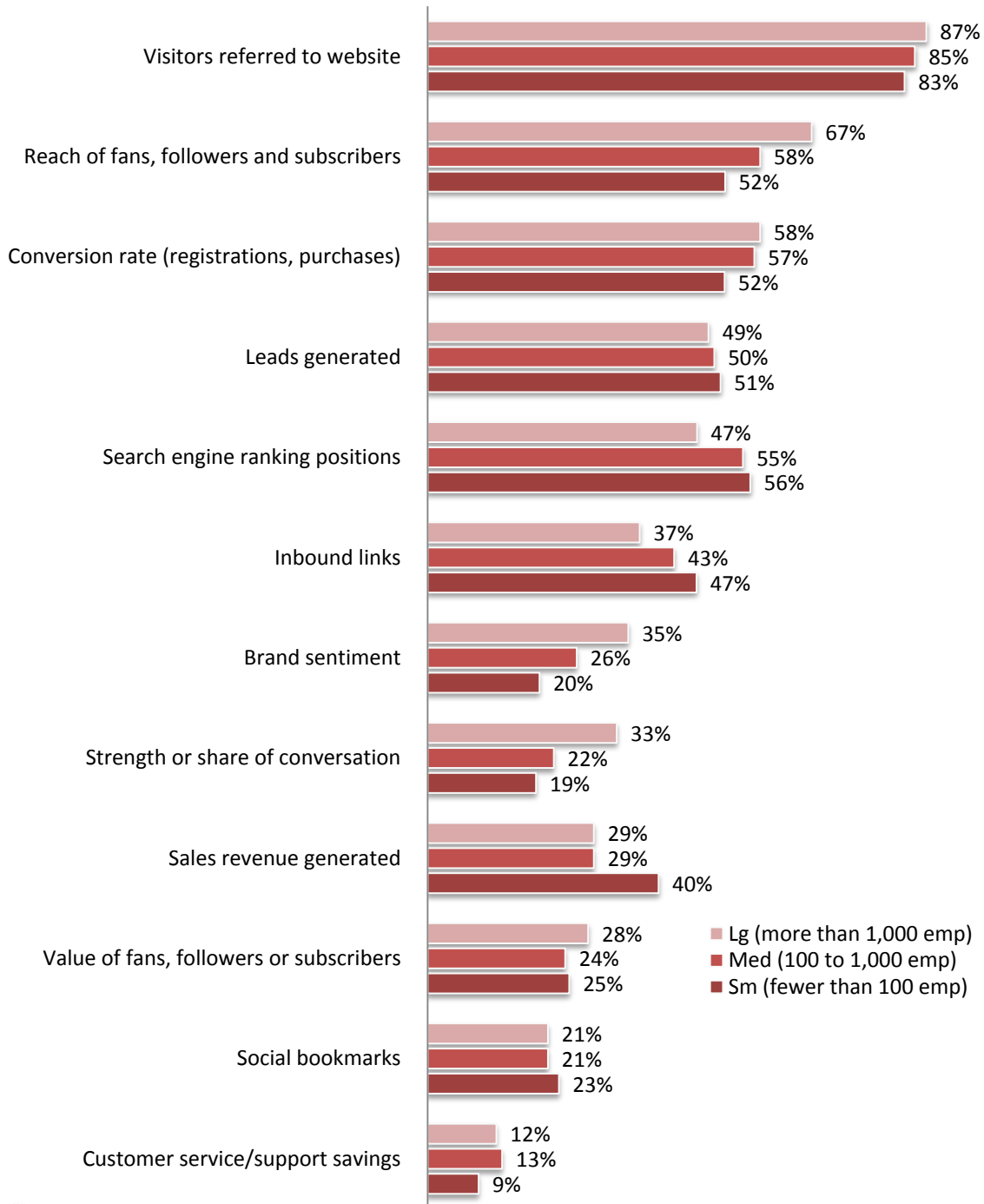
- We have a dashboard that shows the number of social interactions per page, how many shares it drove, how many resulting visits were created from each social share, and how many conversions resulted. We are also building a social database and will segment our mass influencers and target them for specialized campaigns.

- We monitor bit.ly clicks to help us determine which shared content is sticky, and steer our content collection/sharing/creation toward that. We also use Facebook insights to learn about our fans' demographics, as well as activity/engagement.

- Currently, any results are viewed anecdotally – decisions are not made based on any apparent results. Our market tends to be a bit behind the rest of the country with other results so it has been our determination to spend a little time to be represented in various social media avenues so that when our market is ready, we already have an established presence and plan.

- I use a series of different online tracking tools and enter the information into a shared Google Doc. We look for significant spikes of interest and note them. We track which email campaigns made a difference and how much of a difference. I use a varied set of tools to make sure the tracking and reporting is accurate.

- Facebook is the third highest source of referrals to our website. Seeing this has prompted us to increase the number of posts and to be more regular with our posts. Also, we have increased the number of posts that are "teasers" to more content on our website, in order to push people over.

- Our social marketing suite is built to accommodate as much data and analytics as possible for social media.

- We haven't done so yet – we're working to build tools that integrate all of the above tools to get a good view on all facets of inbound traffic to our Web properties.

- Our main metric of success for the top of the pipeline is website visits (all other metrics flow from there, like for example conversions). We rank all websites based on information like their Alexa rank, to target the ones that have more traffic. We then constantly monitor the traffic being driven to our website from social media activities, so we can see the impact of our social media activities and invest more effort in the websites that generate the most traffic.

- We haven't seriously invested in a metrics and monitoring tool yet, and have tasked our digital agency to source one for our needs.

- When visits go up, we know the subject is of interest. When we get Facebook comments and Twitter re-Tweets, we know we are discussing something of interest to our followers/fans.

- We provide a quarterly dashboard to our Board of Directors, which includes a dashboard for our social media statistics. We track followers on Twitter, TwitterGrade, the number of press releases released, and a wide variety of statistics for our website.

- When it comes to social media at my company everything is manually tracked. We do use some free social media analytics and monitoring solutions but primarily everything is tracked manually which makes the management of the programs in which we are running very time consuming.

- We have yet to understand how to take the metrics from these tools to develop strategies for better optimization.

- Basic listening is important and we need to get other staff to help listen and (eventually) engage with the appropriate response.

- We track analytics for specific posts to determine which types of company posts attract the most eyeballs and interaction. We've tailored our messaging to be the most effective. Additionally, we're sure to leave key messages as the header message (Facebook) overnight or on weekends so as to garner the higher number of impressions.

- We haven't become very savvy about this. Most often, we simply take note of what posts receive interaction from our fans/followers/group members. We aren't far beyond the "how big is our tribe" phase.

- Metrics provide a good idea of what's popular on sites like YouTube and helps drive the types of content that we need to focus on. We also had a few confirmations on the fact that owned social media such as blogs and our Facebook page provided most of the mind share and traffic.

- We are a college, so our analytics can't be tied as easily to revenue since there aren't purchases made on line. We're looking at it more as a big picture project. We do use it proactively to respond to positive or negative feedback we see on public-facing websites.

- Just beginning systematic efforts in these areas – it's been pretty informal and slapdash up to now. Still learning to separate useful info from the background noise.

- Social media monitoring and tracking has provided us insight into where our customers and prospects are most likely to be and what may interest them. Monitoring has also given us the ability to educate the company on how their social marketing efforts help boost the overall success of the company.

- We track visits to our website (generally specific landing pages or blog entries) from social media. Based upon performance, we evolve our approach.

- We are JUST NOW getting started to monitor our activities. I feel it is critical to first understand WHAT I want to monitor and WHY I want to monitor it. It is important to determine what action to take as a result of knowing the information. Looking for areas to improve service to the user is my intent and, not some much, to celebrate how many generic hits the site had. Use the information to tweak your use of the media (website, Facebook, Twitter, LinkedIn, etc.)

- We've explored keywords and sentiment to align our content to the needs of our audience. We've also used this information to help improve other channels (such as paid search).

- Mainly within the Facebook Ads platform to test and make changes to ads based on clickthrough rate and CPC.

- In looking at our Google Analytics for our website, we look at how many visitors are referred from social and review the bounce rate for each social source as well. Also we evaluate if they're repeat or new visitors to determine how we can tweak our social content accordingly.

- We track share of voice compared to our competitors with Radian6, we can also see "real-time" what is being published about our brands. I'd love to see social analytics at the next level, with less "human" touch needed and quicker, more actionable links to "act" on. It would be nice to weed out some of the crap pushed into the system. It can get time consuming for me. I'll be anxious to test some new waters in 2011. For traffic, we use Google Analytics. Complete, comprehensive and free. We also have several sites, so I love the ability to quickly swap between sites and compare numbers.

- We use a solution called HubSpot which integrates our social media monitoring together with analytics about our website and overall marketing performance.

CONSUMERS WEIGH IN ON WHO THEY ARE AND HOW THEY USE SOCIAL MEDIA

Chart: Rapid growth of US population with a social network profile
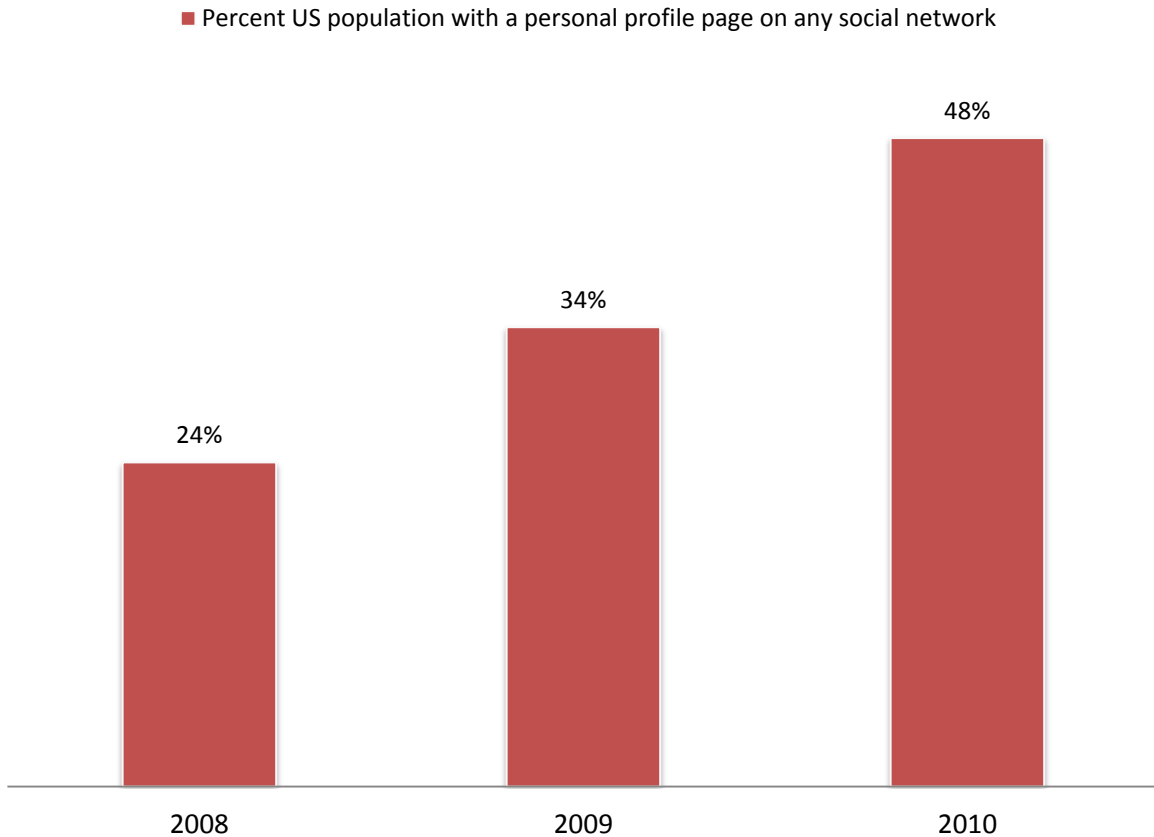
■ Percent US population with a personal profile page on any social network

48%

34%

24%

2008   2009   2010

Source: Edison Research / Arbitron Inc.
Methodology: Telephone survey February 2010 of 12+ Americans, N=1,753

The use of social networks and the frequency of this usage are increasing dramatically. What we are witnessing is an unprecedented change in how mainstream consumers are communicating with – and – influencing each other.

Consumers are relying on information they find through social media to make buying decisions. In addition, consumers are likely to pass this information on to influence others.

Chart: Use of social networks a daily habit for half of those with a personal profile
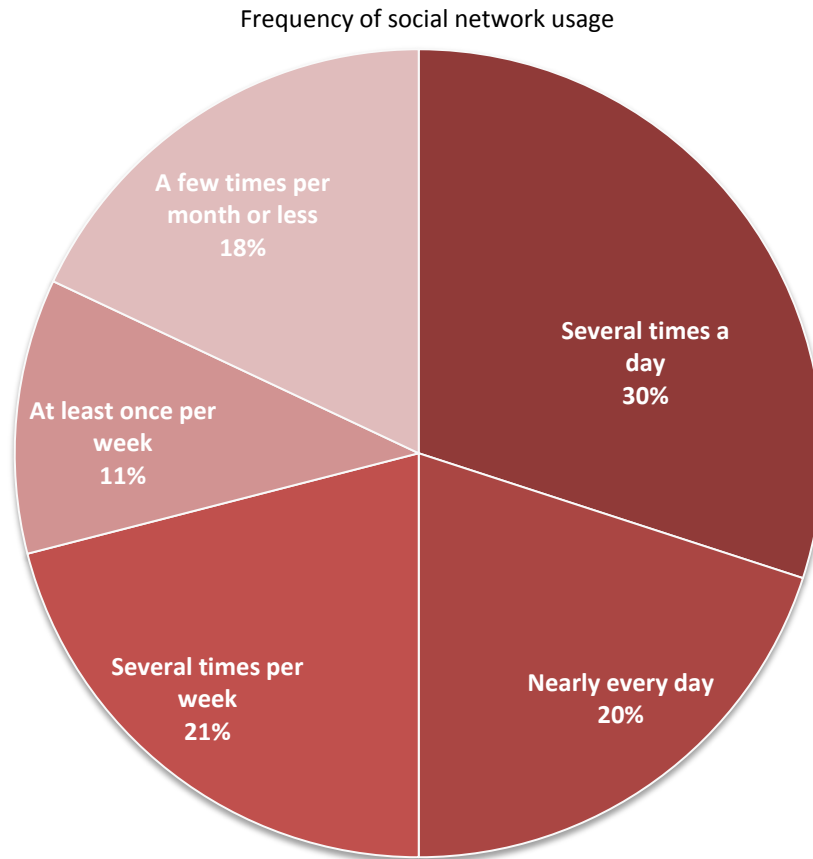
Frequency of social network usage

Source: Edison Research / Arbitron Inc.
Methodology: Telephone survey February 2010 of 12+ Americans, N=1,753

Social networks have permeated the lives of consumers. Thirty percent are using their social networks several times a day – nearly twice as often as they did a year ago.

Chart: Top social network showing gains across every dimension of usage

■ % change in Facebook use Dec-2009 to Dec-2010

Category	Value
Average Visits per Usage Day	5%
Average Visits per Visitor	29%
Average Pages per Visitor	24%
Average Minutes per Visitor	30%
Average Usage Days per Visitor	23%
Average Minutes per Page	4%
Average Pages per Usage Day	1%
Total Pages Viewed (MM)	71%
Average Minutes per Usage Day	6%
Total Minutes (MM)	79%
Average Daily Visitors	69%
% Reach	34%
Total Unique Visitors (000)	38%

Source: comScore US Digital Year in Review 2010

The most popular social network, Facebook, grew significantly in number of users, time and frequency of usage, engagement and every other factor during the past year. Facebook's overall growth in 2010 is the result of a growing number of people using Facebook, visiting more frequently and viewing more content on each visit.

Chart: Demographic profiles of US visitors to top two social media sites in 2010

■ Persons age 2-17   ■ Persons age 18-34   ■ Persons age 35-54   ■ Persons age 55+

	Facebook	Twitter
Persons age 55+	13.2%	11.4%
Persons age 35-54	35.4%	32.5%
Persons age 18-34	40.3%	46.6%
Persons age 2-17	11.1%	9.5%
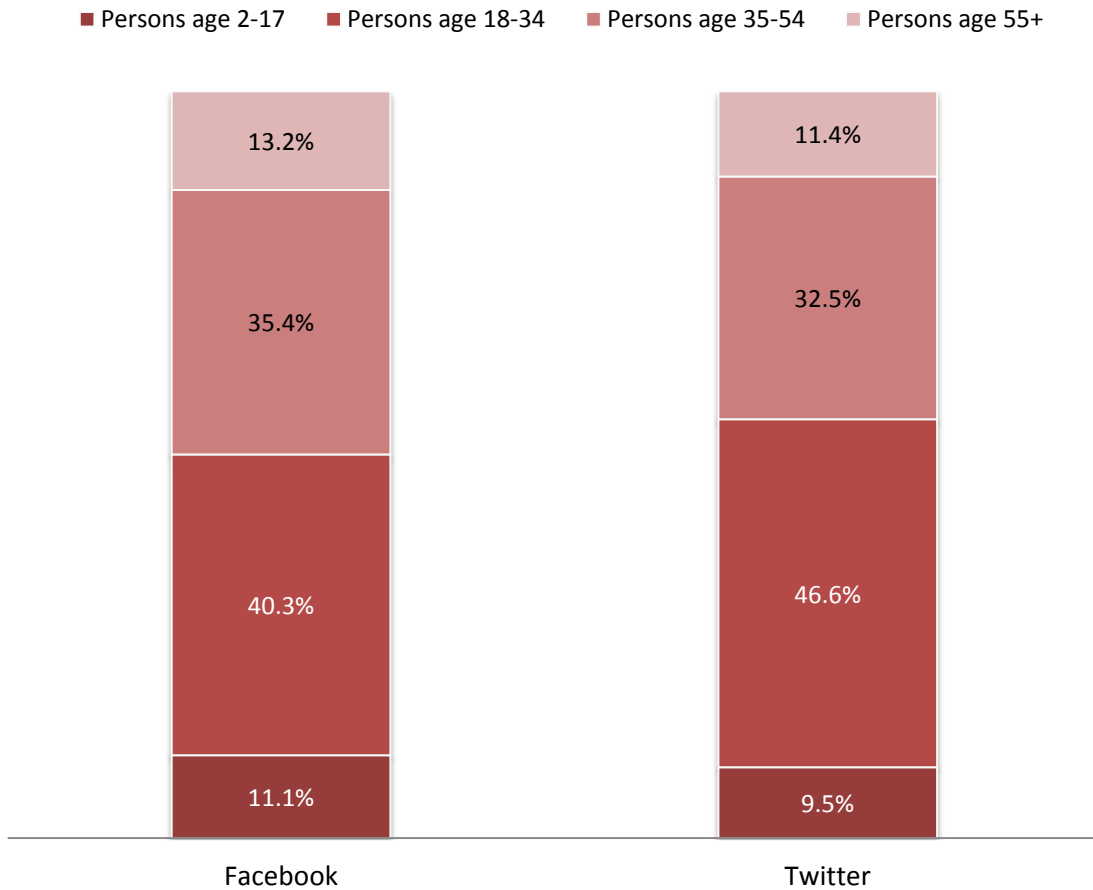
Source: comScore Media Metrix, Dec-2010

An analysis of the composition of visitors to Facebook and Twitter revealed shifting user demographics. Facebook began as a social network for college students. Now, nearly half (48.6%) of its 500 million users are 35 years or older. The composition of Twitter visitors is similar with 43.9 percent of US visitors over age 34.

Chart: Why US men and women say they share online content
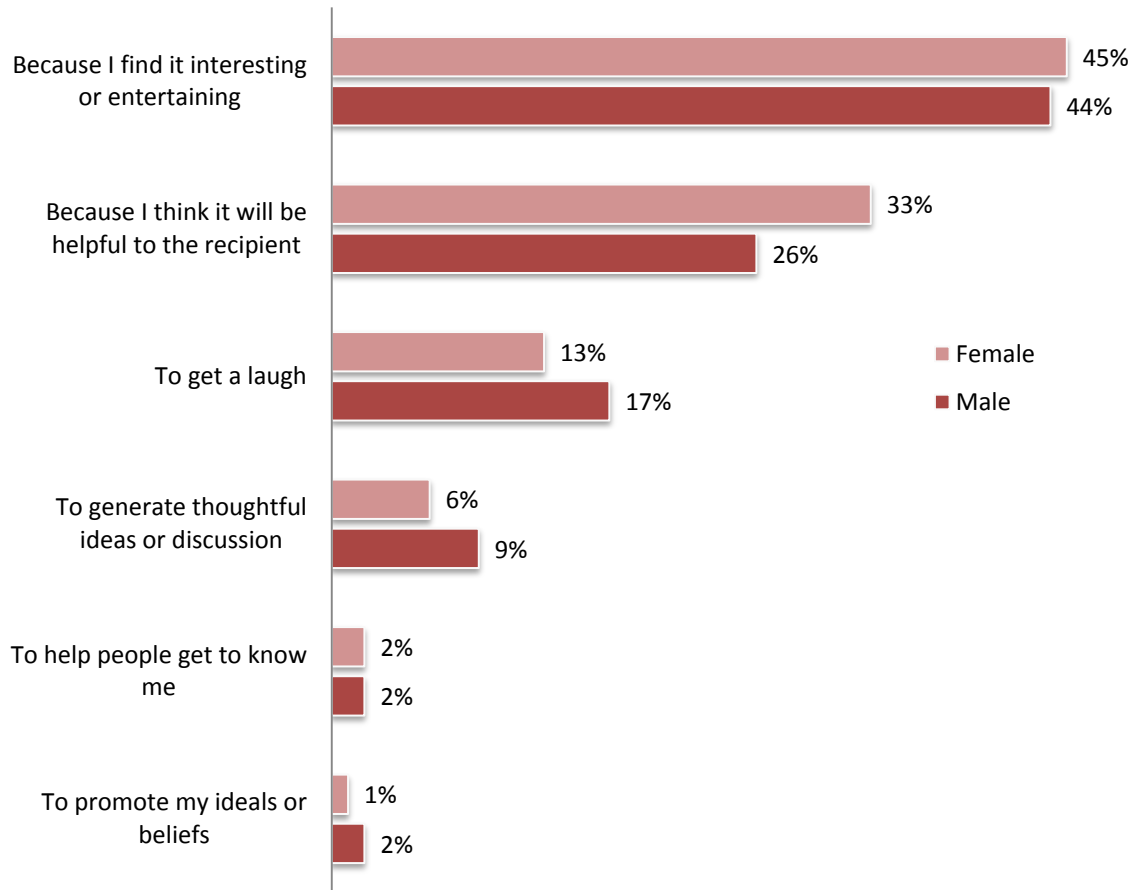
Reason	Female	Male
Because I find it interesting or entertaining	45%	44%
Because I think it will be helpful to the recipient	33%	26%
To get a laugh	13%	17%
To generate thoughtful ideas or discussion	6%	9%
To help people get to know me	2%	2%
To promote my ideals or beliefs	1%	2%

Source: Chadwick Martin Bailey, CMB Consumer Pulse 2010
Methodology: Fielded August 23, 2010, N=1,504

Before developing a content marketing strategy for social media, marketers need to understand why consumers share content. Brands need to understand what their consumers are doing, where they can insert themselves, and what the return will be for their efforts.

Chart: Top social media platforms US men and women use to share online content
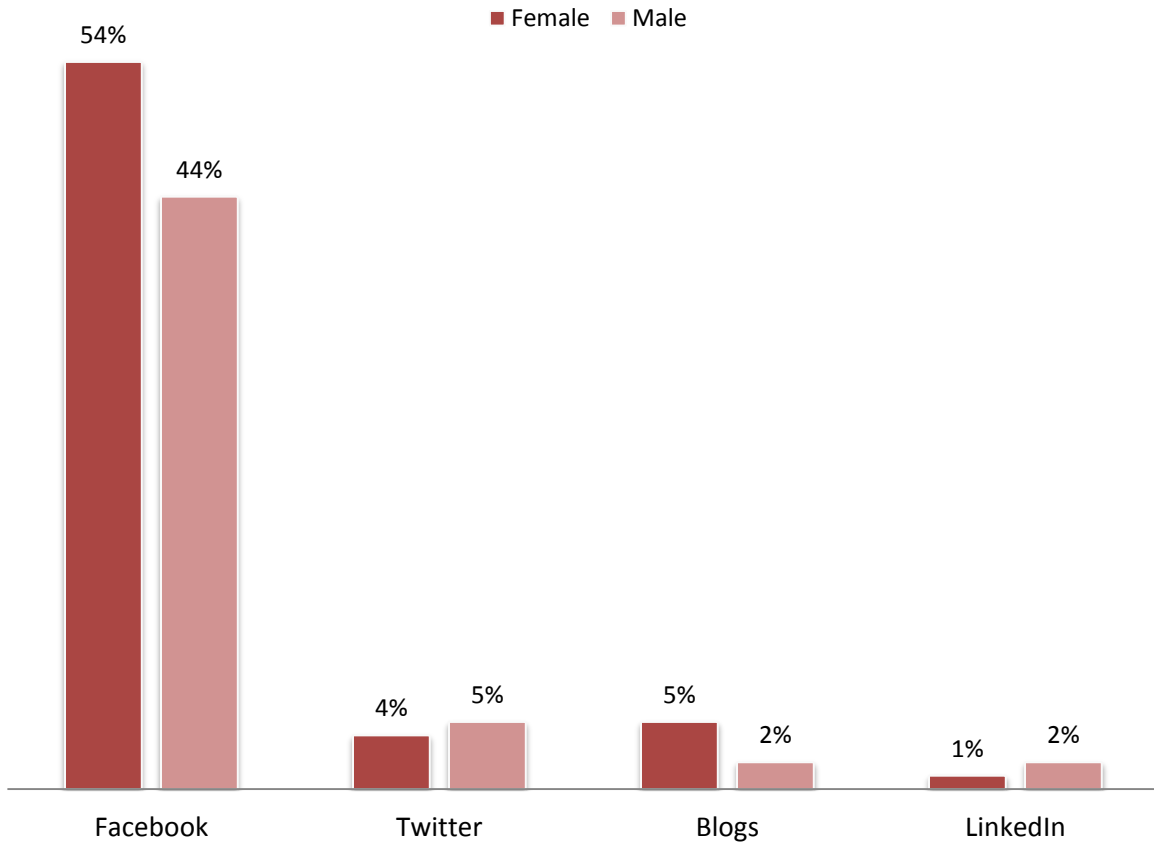
■ Female ■ Male

Source: Chadwick Martin Bailey, CMB Consumer Pulse 2010
Methodology: Fielded August 23, 2010, N=1,504

Facebook has become the leading platform, by an overwhelming margin, for sharing online content. Clarity in understanding and communicating why people share content over social networks is a primary reason for Facebook's domination of the space.

"People have really gotten comfortable not only sharing more information and different kinds, but more openly and with more people. [This is a] social norm that has evolved over time." - Mark Zuckerberg, President and CEO of Facebook

CHAPTER 4: BUDGETING FOR THE HUMAN FACTOR

In this chapter, we will explore where financial responsibility for social marketing lies and how the social media budget is spent.

WHERE THE SOCIAL MEDIA MARKETING BUDGET RESIDES

Q. Which department within your organization has primary responsibility for the social media program budget?

Chart: Department with primary responsibility for social media budgets
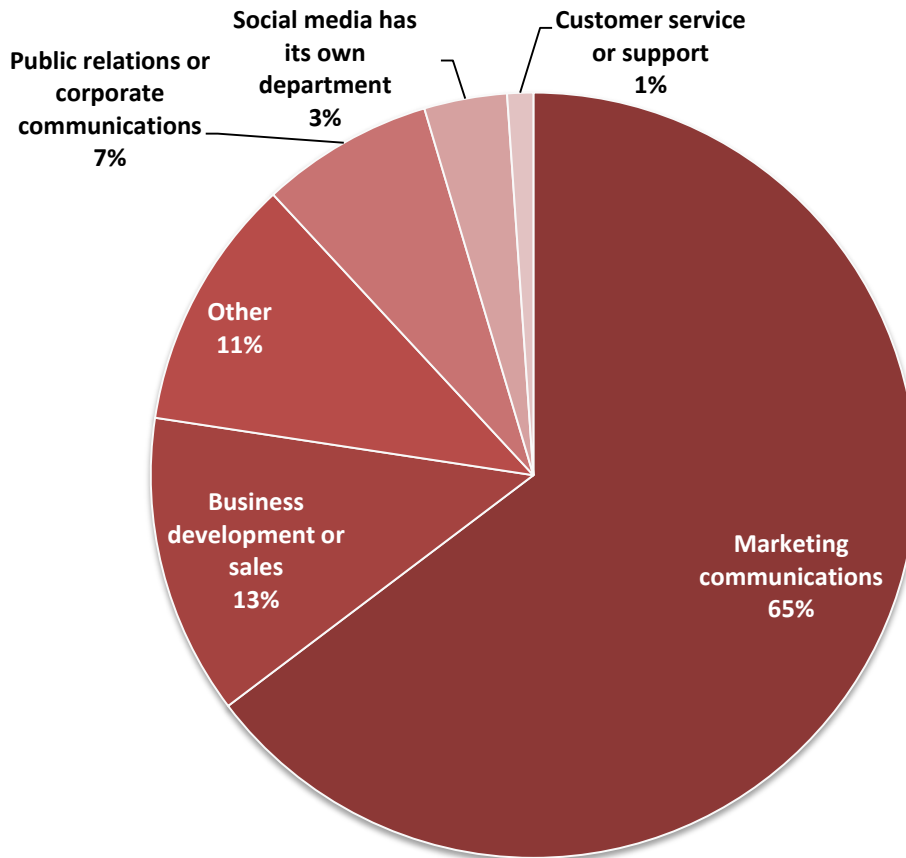
Public relations or corporate communications
7%

Social media has its own department
3%

Customer service or support
1%

Other
11%

Business development or sales
13%

Marketing communications
65%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

The use of social media for business purposes transcends departmental lines. However, responsibility for this tactic, and the funding to support it, falls squarely on the shoulders of marketing communications for about two-thirds of organizations.

Chart: Where the social media budget resides, by social marketing maturity phase
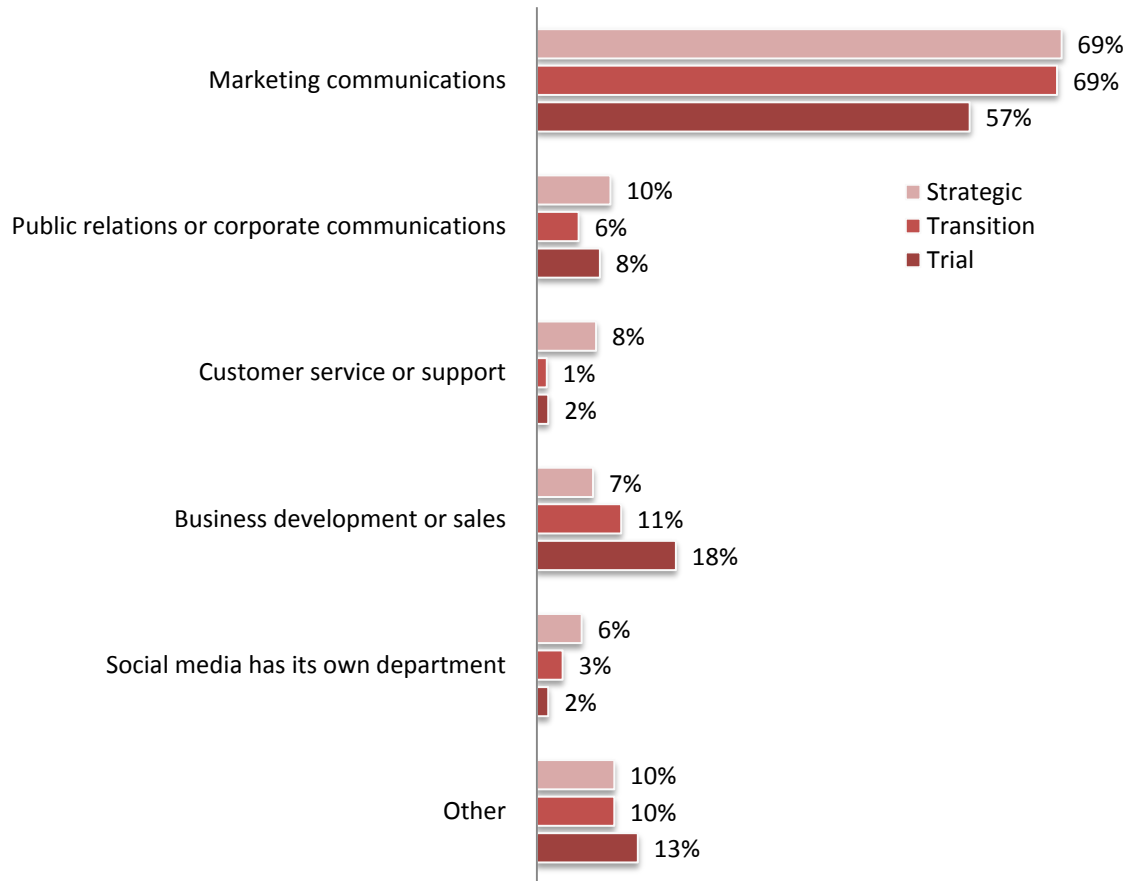
Category	Strategic	Transition	Trial
Marketing communications	69%	69%	57%
Public relations or corporate communications	10%	6%	8%
Customer service or support	8%	1%	2%
Business development or sales	7%	11%	18%
Social media has its own department	6%	3%	2%
Other	10%	10%	13%

Legend:
■ Strategic
■ Transition
■ Trial

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

An important part of the social media marketing strategy is determining financial responsibility for the tactic. While marketing communications has primary responsibility for the budget, customer service and support has the greatest opportunity to use social media to improve performance while reducing costs. As this chart shows, Strategic phase marketers are beginning to seize this opportunity.

Responsibility for the social marketing budgets comes under the auspices of the business development or sales department for many organizations in the Trial phase of social marketing maturity. Trial phase social marketers approach social marketing programs without a plan or a purpose – opting to use this channel to directly sell rather than nurture relationships that result in sales.

Chart: Where the social media budget resides, by primary channel

Marketing communications — Businesses-B2B: 69%, Consumers-B2C: 63%, Both-B2B2C: 60%

Business development or sales — Businesses-B2B: 13%, Consumers-B2C: 13%, Both-B2B2C: 14%

Public relations or corporate communications — Businesses-B2B: 6%, Consumers-B2C: 7%, Both-B2B2C: 10%

Social media has its own department — Businesses-B2B: 3%, Consumers-B2C: 3%, Both-B2B2C: 5%

Customer service or support — Businesses-B2B: 1%, Consumers-B2C: 2%, Both-B2B2C: 1%

Other — Businesses-B2B: 9%, Consumers-B2C: 12%, Both-B2B2C: 10%

■ Businesses-B2B
■ Consumers-B2C
■ Both-B2B2C

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Chart: Where the social media budget resides, by industry

Industry	Professional or Financial Services	Software or Software as a Service	Retail or Ecommerce	Education or Healthcare	Media or Publishing
Marketing communications	58%	72%	64%	63%	59%
Business development or sales	18%	11%	16%	11%	12%
Public relations or corporate communications	9%	5%	4%	10%	8%
Social media has its own department	3%	4%	4%	3%	5%
Other	12%	8%	12%	14%	15%

■ Professional or Financial Services
■ Software or Software as a Service
■ Retail or Ecommerce
■ Education or Healthcare
■ Media or Publishing

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

The industry sector most likely to assign the social media budget to marketing communications and least likely to assign it to business development or sales is software or software as a service. Conversely, professional or financial service providers are least likely to assign the social media budget to marketing communications and most likely to assign it to the business development or sales groups.

Chart: Where the social media budget resides, by organization size
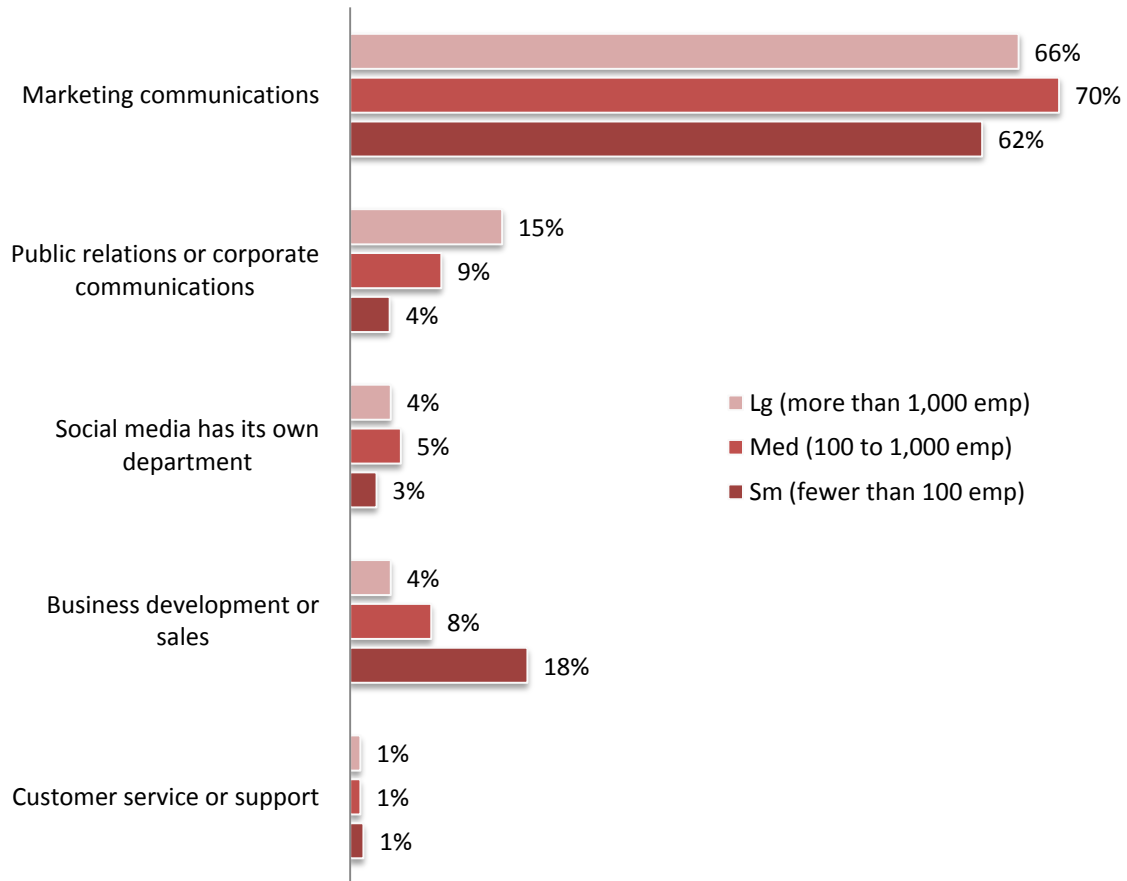
Category	Lg (more than 1,000 emp)	Med (100 to 1,000 emp)	Sm (fewer than 100 emp)
Marketing communications	66%	70%	62%
Public relations or corporate communications	15%	9%	4%
Social media has its own department	4%	5%	3%
Business development or sales	4%	8%	18%
Customer service or support	1%	1%	1%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

The larger the organization, the more likely it is to assign the social media budget to public relations or corporate communications, and the less likely they are to assign it to business development or sales. With this said, organizations of all sizes are most likely to assign the responsibility and budget for the social media channel to marketing communications.

SOCIAL MARKETING PROGRAMS AVERAGING 11% OF THE TOTAL MARKETING BUDGET

Q. What percentage of your organization's TOTAL MARKETING BUDGET is allocated to social media programs (including staff, agency, paid solutions, and other direct social marketing expenses)?

Chart: Most frequently reported percentages of social marketing's share of total budget

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

More than nine out of ten (92%) marketing organizations will spend thirty percent or less of their total budget on social media in 2011. However, as the spike in this chart shows, nearly half (46%) of these marketing organizations reported that they will spend ten percent of their total marketing budget in the social media channel.

Statistically speaking, the "average" share of total budget that marketing organizations plan to spend on social media programs in 2011 is eleven percent. This was the same average percentage reported in 2010.

WHERE THE SOCIAL MARKETING MONEY GOES

Q. What percentage of the SOCIAL MARKETING BUDGET is allocated to each of the following line items?

Chart: How the average social marketing budget is allocated

Line Item	Percentage
Staff salaries and staff related expense	45%
Paid advertising on social media sites	21%
Agency or consultancy services	19%
Other expenses directly related to social media marketing	18%
Paid social media monitoring, social CRM or other social marketing solutions	12%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

The predominant spending line item in the social marketing budget relates to the human factor – the cost of staff salaries and staff-related expense. As organizations are learning, the social channel is primarily an earned media, a time-intensive practice. It requires significant time commitments from marketing and other internal staff, and agencies or consulting services to execute effectively.

The social channel has increasingly become a paid media with 21 percent of social marketing budgets allocated to paid advertising on social media sites in 2011.

Chart: Average social marketing budget allocation, by social marketing maturity phase

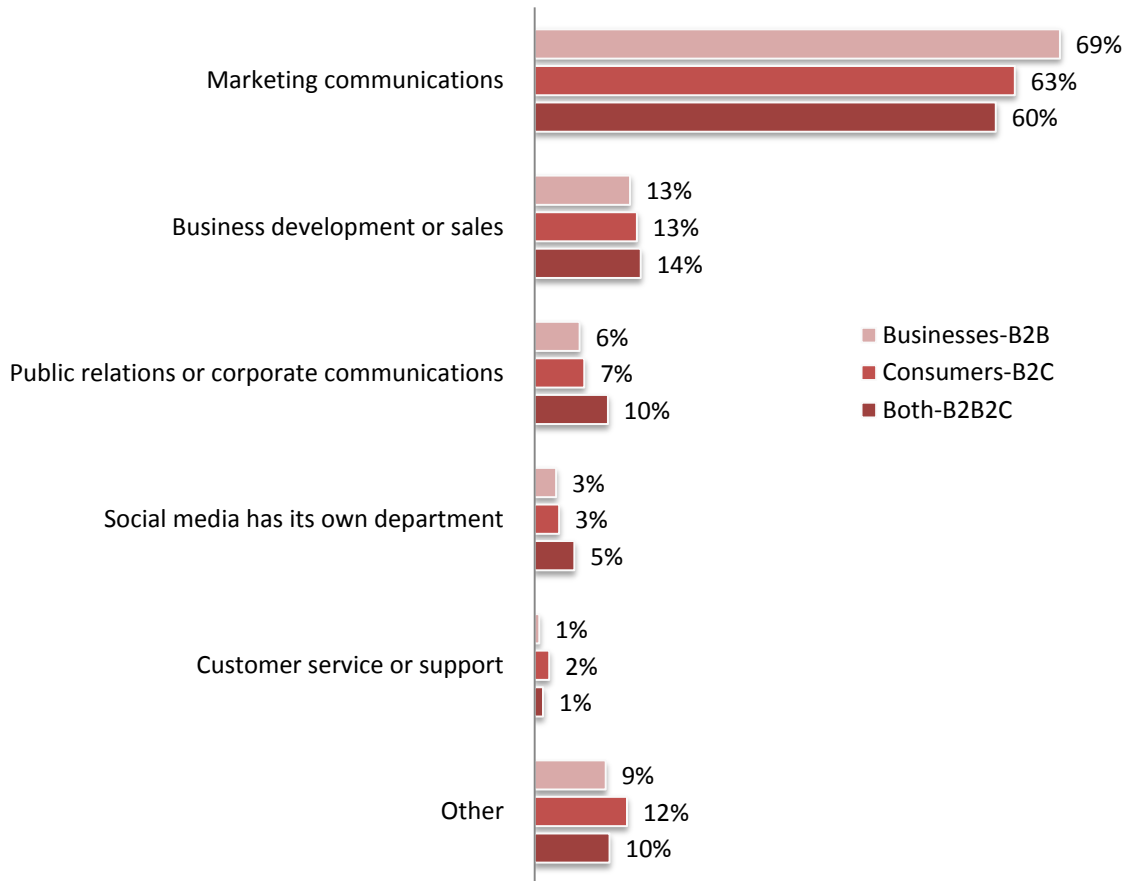| Category	Strategic	Transition	Trial
Staff salaries and staff related expense	43%	47%	42%
Paid advertising on social media sites	21%	22%	22%
Agency or consultancy services	21%	19%	19%
Other expenses directly related to social media marketing	19%	18%	20%
Paid social media monitoring, social CRM or other social marketing solutions	14%	12%	11%

■ Strategic
■ Transition
■ Trial

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

There is a curve in spending on staff salaries and staff related expense as organizations advance from the Trial to the Strategic phase of social marketing maturity. Spending on this line item increases from the Trial to the Transition phase. Then spending on staff expense declines for organizations advancing from the Transition to the Strategic phase. During this decline in spending on staff expense, it shifts to agency or consulting services for organizations advancing from the Transition to the Strategic phase.

Chart: Average social marketing budget allocation, by primary channel
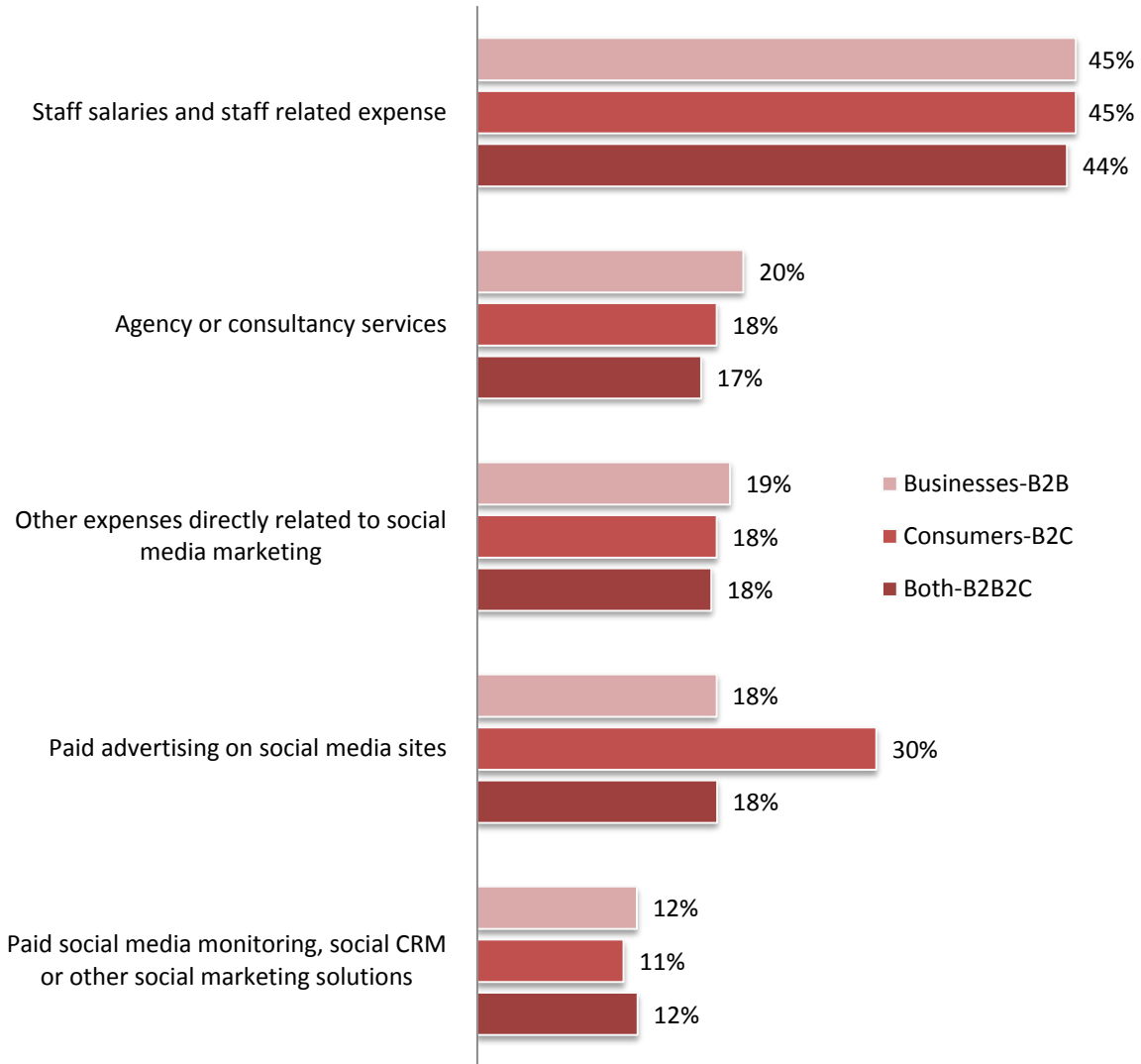
Category	Businesses-B2B	Consumers-B2C	Both-B2B2C
Staff salaries and staff related expense	45%	45%	44%
Agency or consultancy services	20%	18%	17%
Other expenses directly related to social media marketing	19%	18%	18%
Paid advertising on social media sites	18%	30%	18%
Paid social media monitoring, social CRM or other social marketing solutions	12%	11%	12%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

When segmenting by primary channel, the one budget line item distinction is the share of budget to paid advertising on social media sites. Organizations marketing primarily to consumers have allocated 30 percent of the social marketing budget to paid advertising on social media sites. Compare this to the 18 percent share by organizations in other primary channels.

Chart: Average social marketing budget allocation, by organization size
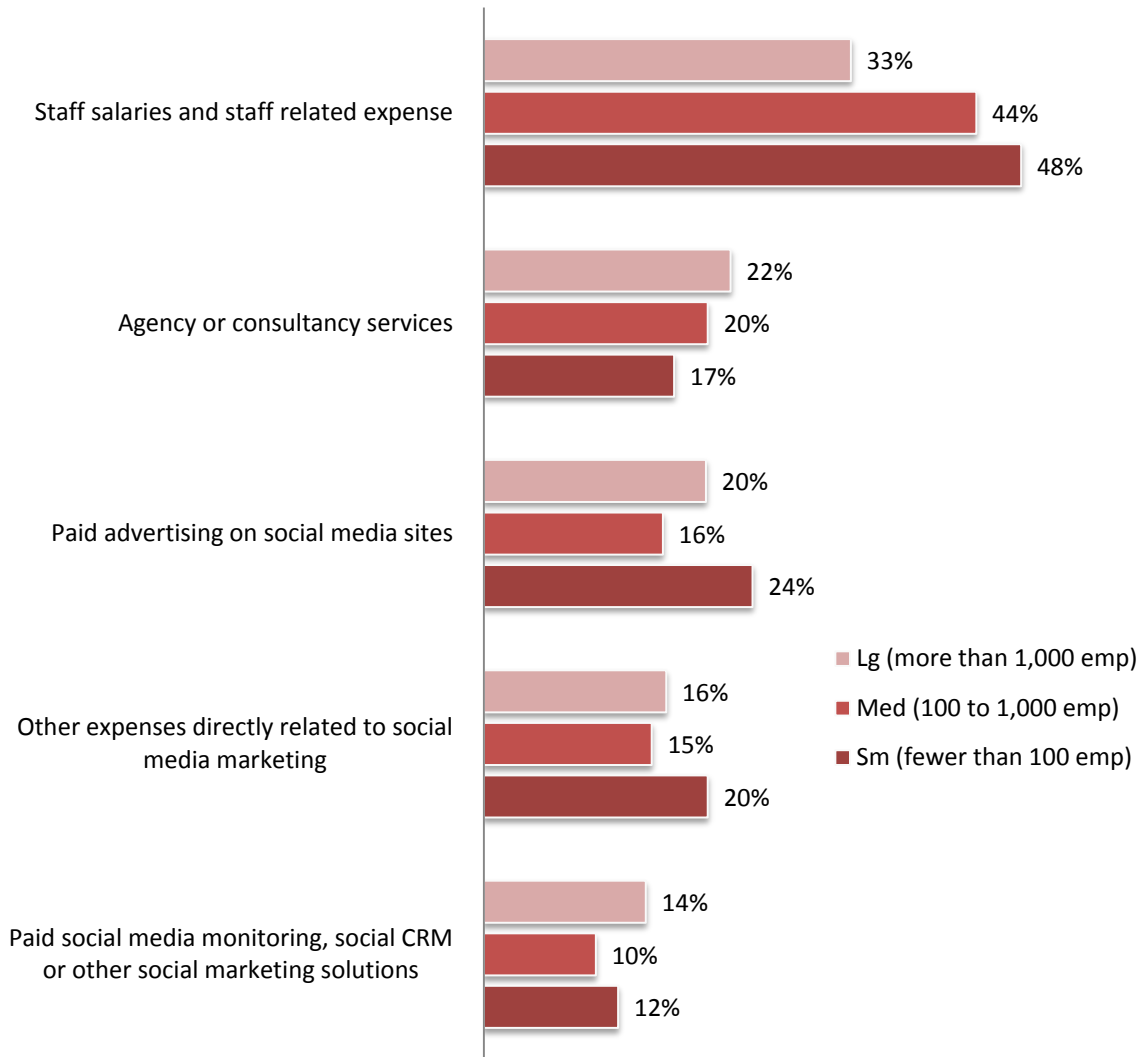
Category	Lg (more than 1,000 emp)	Med (100 to 1,000 emp)	Sm (fewer than 100 emp)
Staff salaries and staff related expense	33%	44%	48%
Agency or consultancy services	22%	20%	17%
Paid advertising on social media sites	20%	16%	24%
Other expenses directly related to social media marketing	16%	15%	20%
Paid social media monitoring, social CRM or other social marketing solutions	14%	10%	12%

- Lg (more than 1,000 emp)
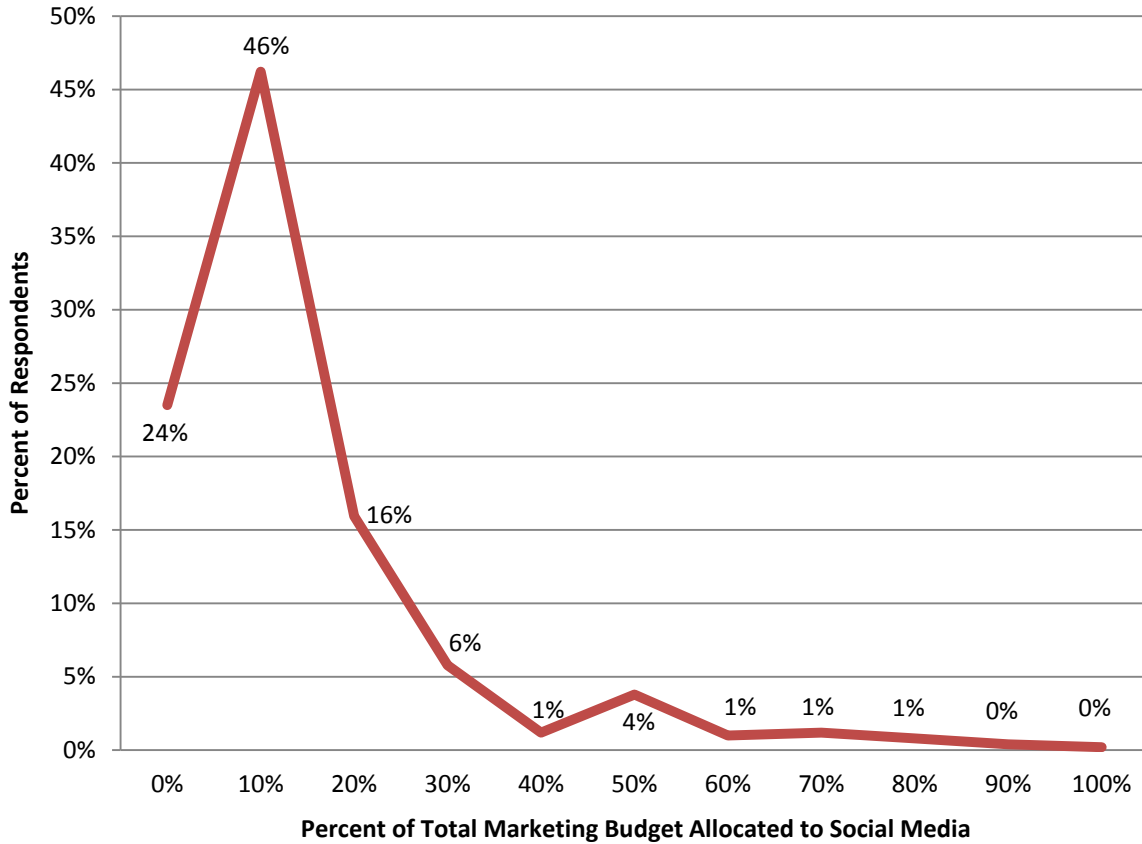- Med (100 to 1,000 emp)
- Sm (fewer than 100 emp)

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

The smaller the organization, the larger the share of social marketing budget spent on staff salaries and staff-related expense.

Smaller organizations are also more likely to spend a larger share of their social marketing budget on paid advertising on social sites and other expenses directly related to social media marketing.

ONLINE SPENDING INCREASING MORE THAN DECREASING — NOT SO FOR OFFLINE TACTICS

Q. How will budgets for the following marketing line items change from 2010 to 2011?

Chart: Social media continues to be the fastest growing marketing budget line item
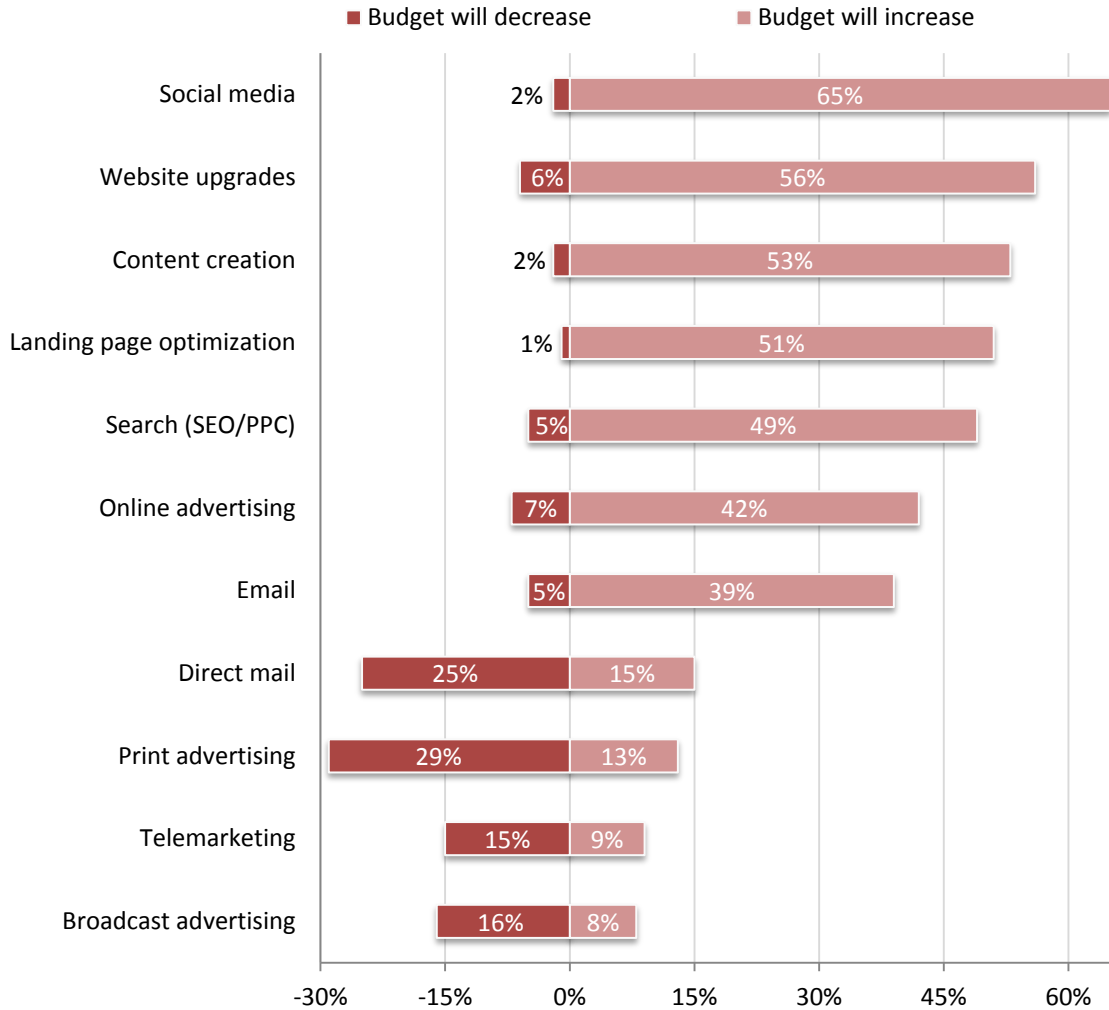
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
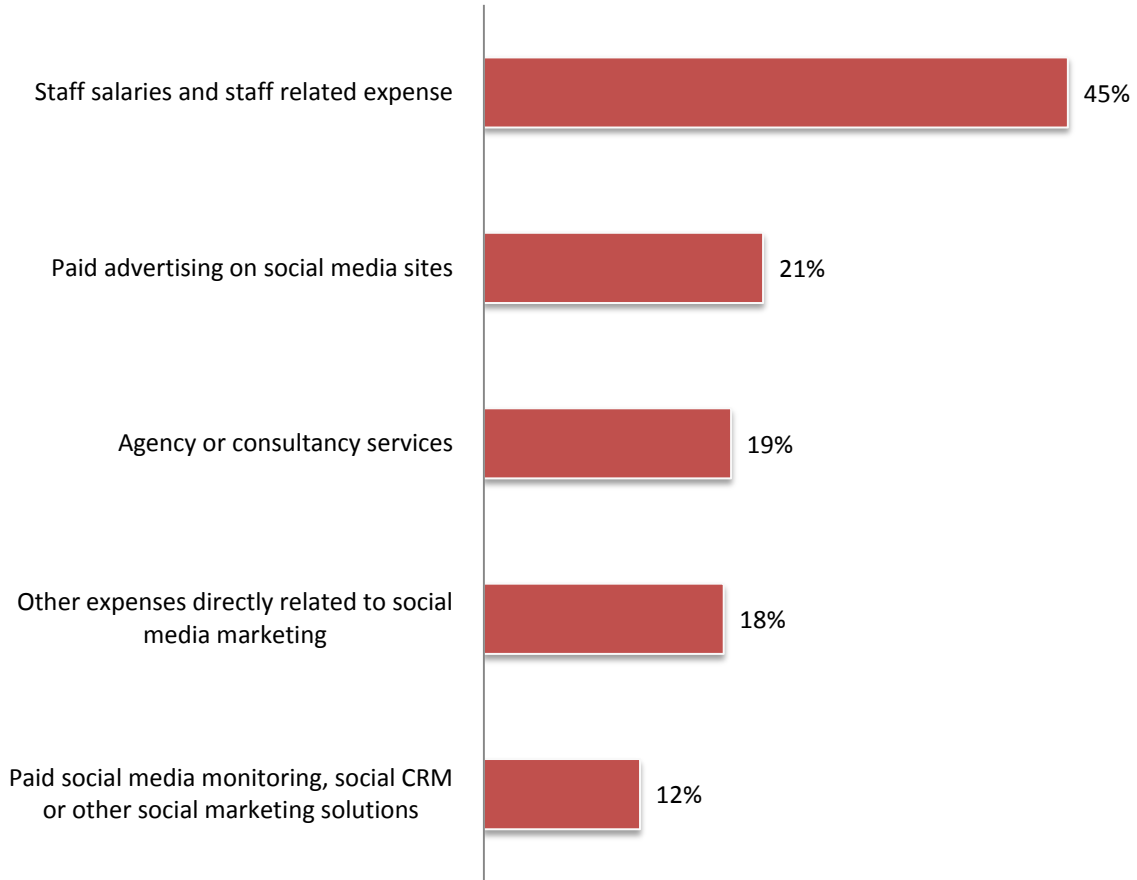Methodology: Fielded February 2011, N=3,342

Budgets for online tactics as a category will increase significantly more than they will decrease again this year. Social media will benefit most from this continued shift to online spending with more than 32 organizations increasing their social marketing spend for every one decreasing it in 2011.

One of social marketing's greatest abilities is driving traffic to an organization's website. To exploit the increased traffic, website upgrades and landing page optimization are two of the next three most often increased budget line items.

Unfortunately, budgets for offline tactics continue to decrease rapidly. While most offline media will continue to survive, few will thrive.

Chart: Organizations increasing marketing line items, by social marketing maturity phase

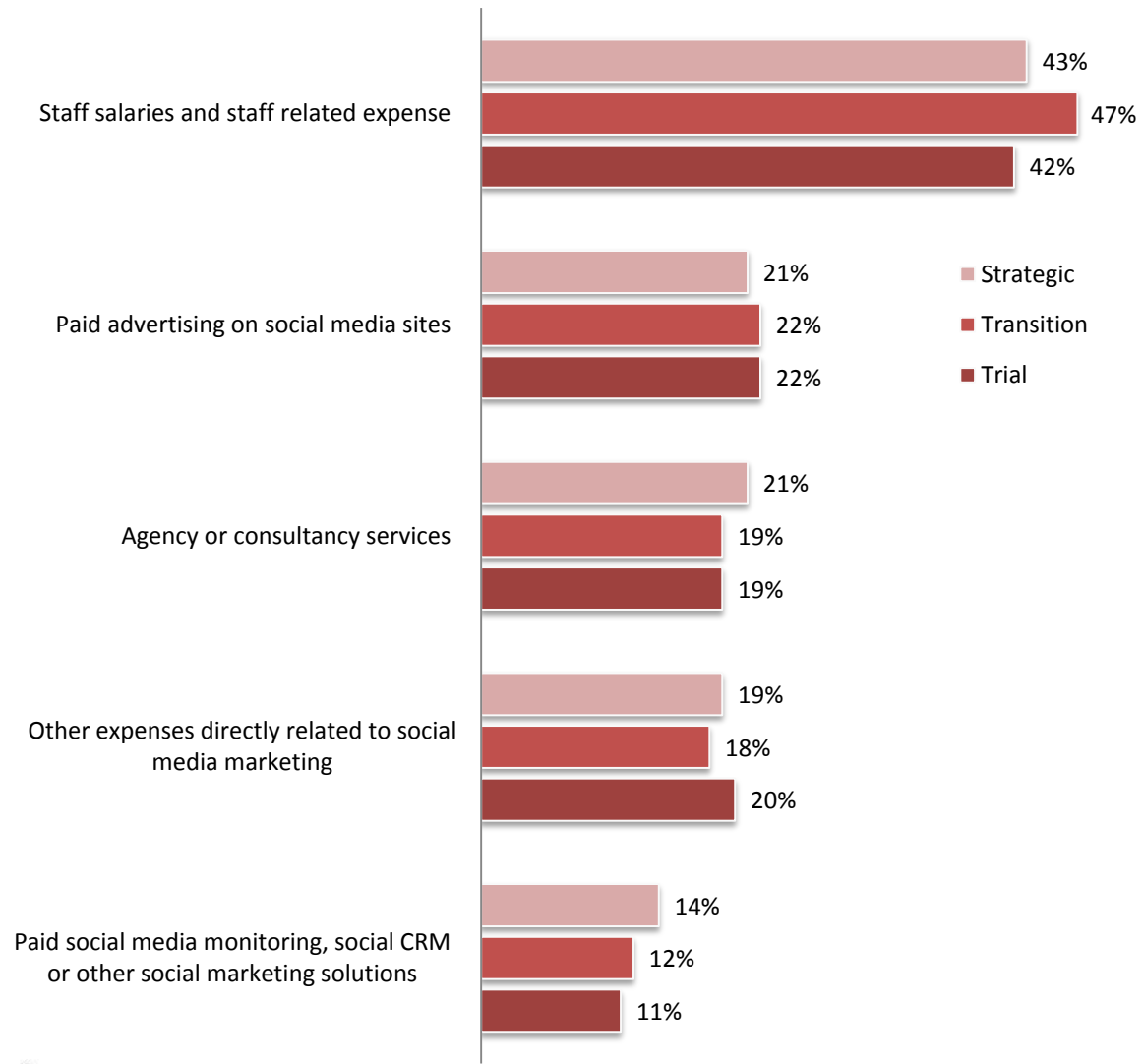| Line item	Strategic	Transition	Trial
Social media	69%	68%	60%
Website upgrades	56%	59%	52%
Content creation	56%	56%	45%
Landing page optimization	52%	51%	49%
Search (SEO/PPC)	47%	52%	47%
Online advertising	46%	44%	39%
Email	41%	38%	41%
Direct mail	15%	14%	16%
Print advertising	12%	9%	17%
Telemarketing	12%	8%	9%
Broadcast advertising	8%	6%	10%

■ Strategic
■ Transition
■ Trial

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

There appears to be a relationship between an organization's phase of social marketing maturity and their budgeting offline tactics. Organizations in the Trial phase are more likely to increase their direct mail, print and broadcast advertising line items those in more advanced phases. More advanced social marketers have formal processes to measure the impact of online channels, and shift spending accordingly.

Chart: Organizations increasing marketing budget line items, by primary channel

Channel	Businesses-B2B	Consumers-B2C	Both-B2B2C
Social media	63%	67%	67%
Website upgrades	54%	60%	57%
Search (SEO/PPC)	51%	46%	53%
Landing page optimization	47%	57%	50%
Content creation	55%	52%	49%
Online advertising	37%	48%	48%
Email	40%	44%	35%
Print advertising	12%	14%	13%
Direct mail	15%	17%	13%
Broadcast advertising	7%	8%	8%
Telemarketing	13%	7%	6%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Website upgrades and landing page optimization will receive more attention from B2C marketers in 2011. Today, consumers live online, in large part due to their social media activity. Upgrading and optimizing websites to increase consumer conversions, even a small percentage, can create significant increases in revenue generated online.

Chart: Organizations increasing online marketing budget line items, by industry
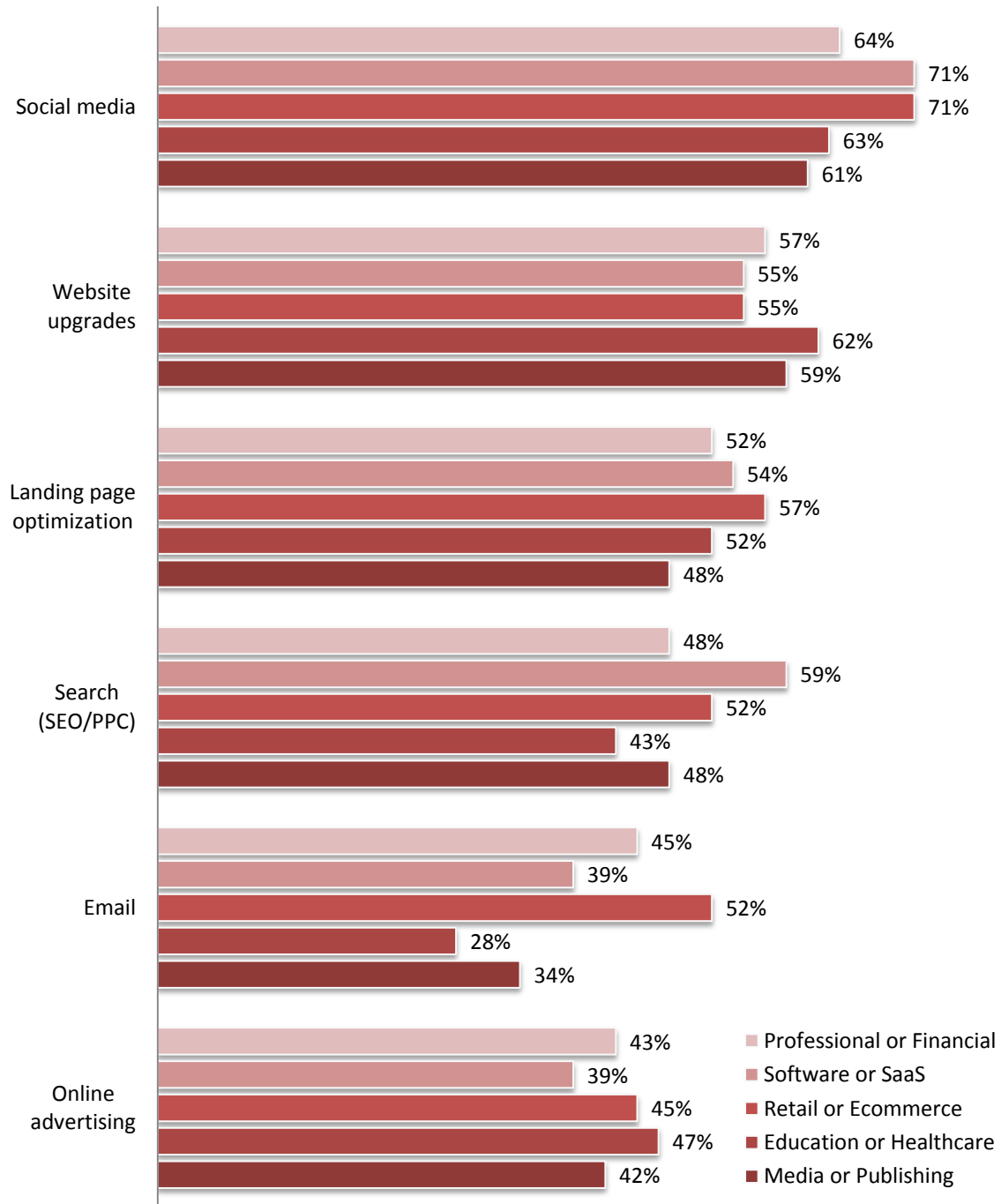
Social media
- 64%
- 71%
- 71%
- 63%
- 61%

Website upgrades
- 57%
- 55%
- 55%
- 62%
- 59%

Landing page optimization
- 52%
- 54%
- 57%
- 52%
- 48%

Search (SEO/PPC)
- 48%
- 59%
- 52%
- 43%
- 48%

Email
- 45%
- 39%
- 52%
- 28%
- 34%

Online advertising
- 43%
- 39%
- 45%
- 47%
- 42%

Legend:
- Professional or Financial
- Software or SaaS
- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Chart: Organizations increasing marketing budget line items, by organization size

Category	Lg (more than 1,000 emp)	Med (100 to 1,000 emp)	Sm (fewer than 100 emp)
Social media	70%	65%	64%
Website upgrades	58%	57%	56%
Search (SEO/PPC)	53%	48%	49%
Online advertising	49%	45%	39%
Landing page optimization	46%	51%	52%
Content creation	44%	55%	54%
Email	41%	44%	38%
Telemarketing	12%	10%	8%
Direct mail	12%	17%	14%
Print advertising	9%	12%	14%
Broadcast advertising	7%	8%	7%

■ Lg (more than 1,000 emp)
■ Med (100 to 1,000 emp)
■ Sm (fewer than 100 emp)

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Why are more organizations, of all sizes, increasing the social marketing budget? *"We can measure it. Social campaigns provide four visits for social interaction. We receive five times more conversions from social (earned media) than we do for paid media (SEM, ads)."* - Marketer insight on the value of social marketing

ORGANIZATIONS CONTINUE TO INCREASE SOCIAL MARKETING BUDGETS - SUBSTANTIALLY

Q. At what rate do you expect your expenditures on social marketing to change from 2010 to 2011?

Chart: Cut backs on social marketing spending virtually nonexistent
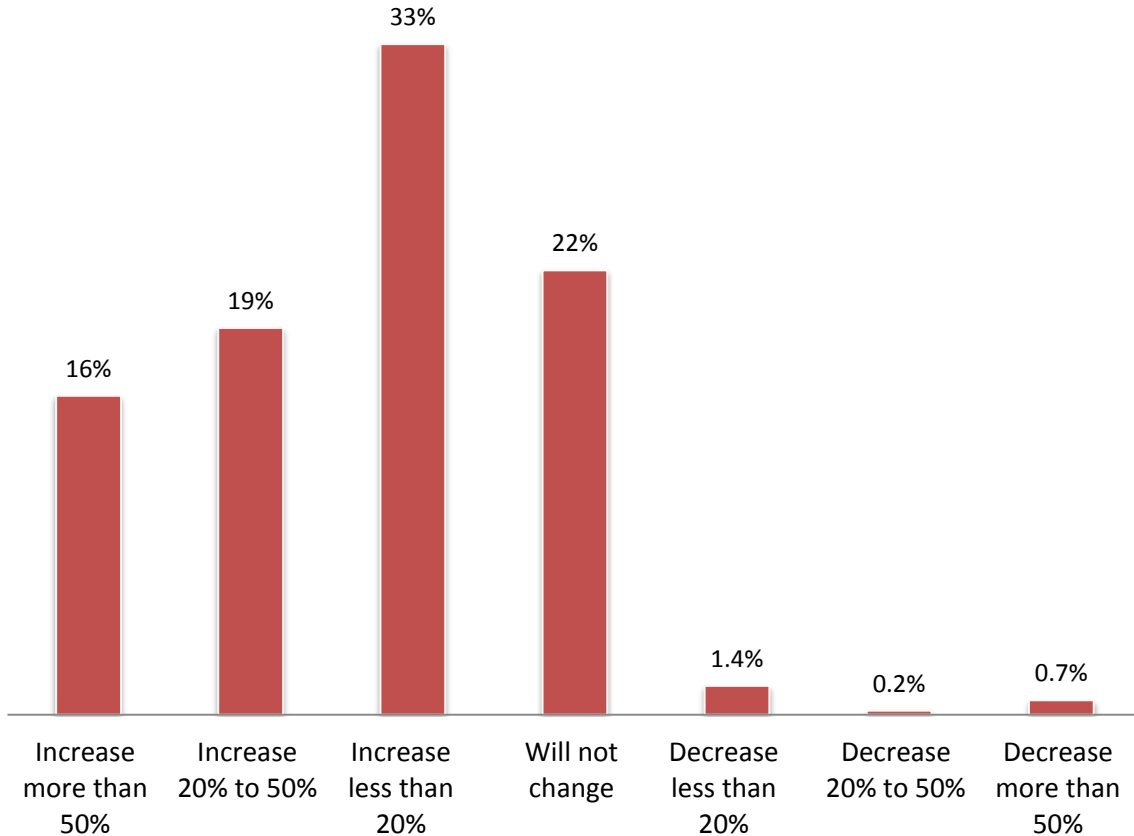
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

More than two-thirds of organizations are increasing their social marketing expenditures in 2011, and half of those are increasing the budget by at least twenty percent. While an insignificant percentage plan to decrease the budget, twenty-two percent are making no change from last year. Chief among the concerns for not increasing social marketing budgets:

- Determining where the budget should come from
- Inability to track the success of social media
- Uncertainty about the return on investment
- How to reallocate the required human resources
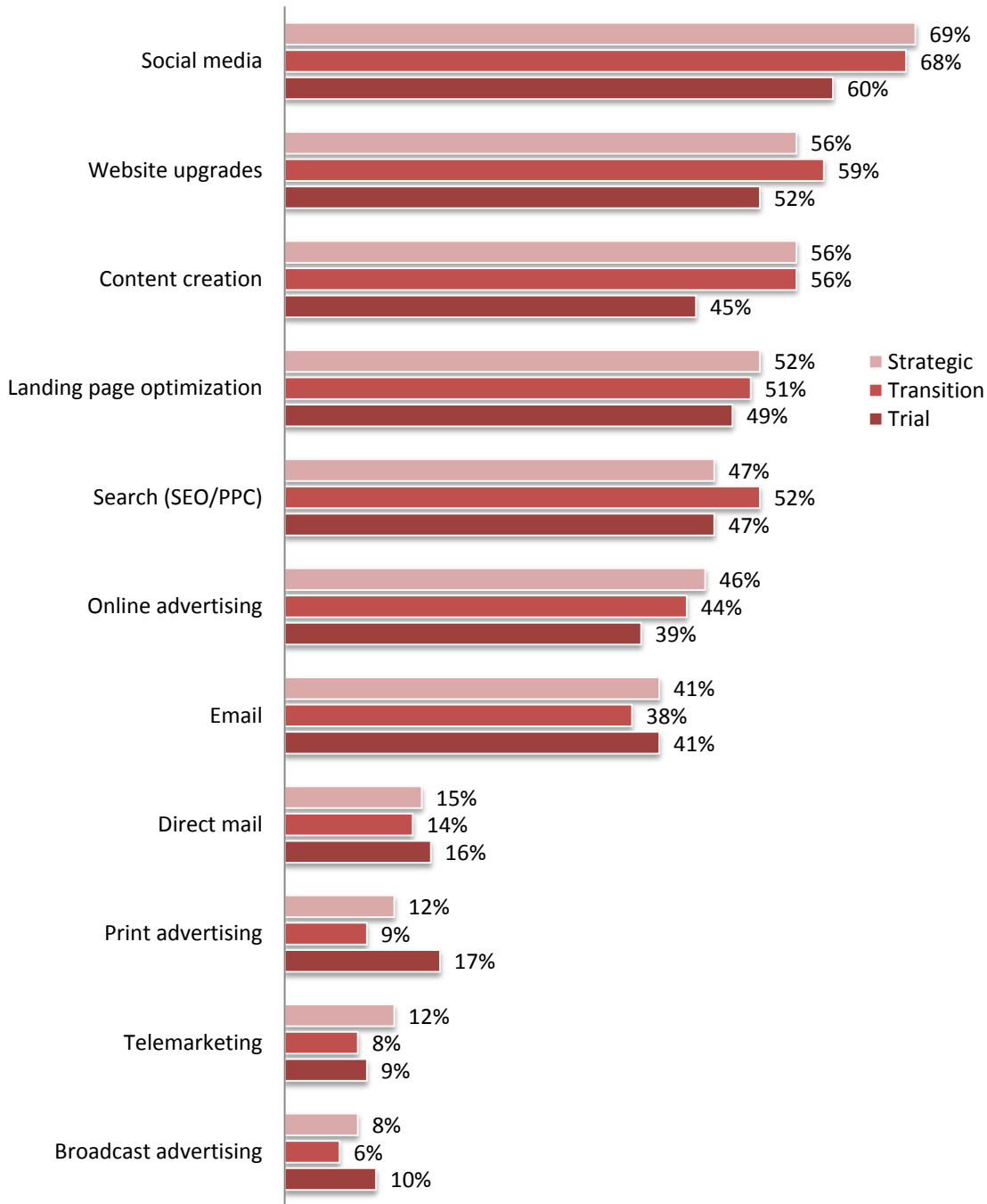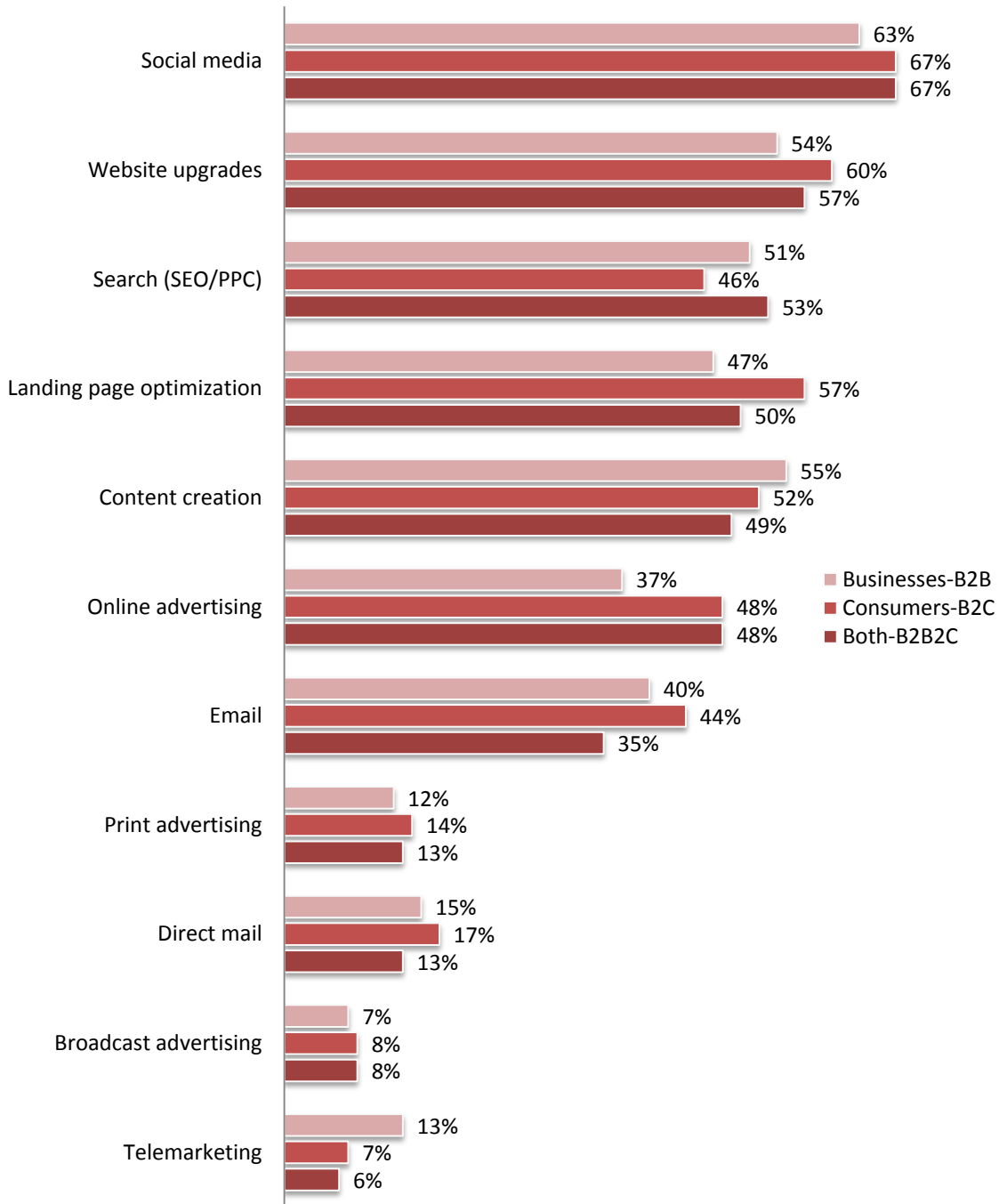
Chart: How organizations are changing budgets, by social marketing maturity phase

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

A major benefit of having a process, whether complete (Strategic phase) or partial (Transition phase), with guidelines for performing social marketing programs is the effectiveness gained. As shown, the more advanced social marketers are not necessarily increasing expenditures by the greatest margins in 2011. While organizations in the Transition and Trial phases are more likely to increase budgets 20-50 percent, and more than 20 percent respectively, those in the Strategic phase are more likely than their counterparts to increase budgets less than 20 percent. Strategic phase marketers are achieving results that are more effective, as you will see in the next chapter, with these less substantial budget increases.

Chart: How organizations are changing social marketing budgets, by primary channel
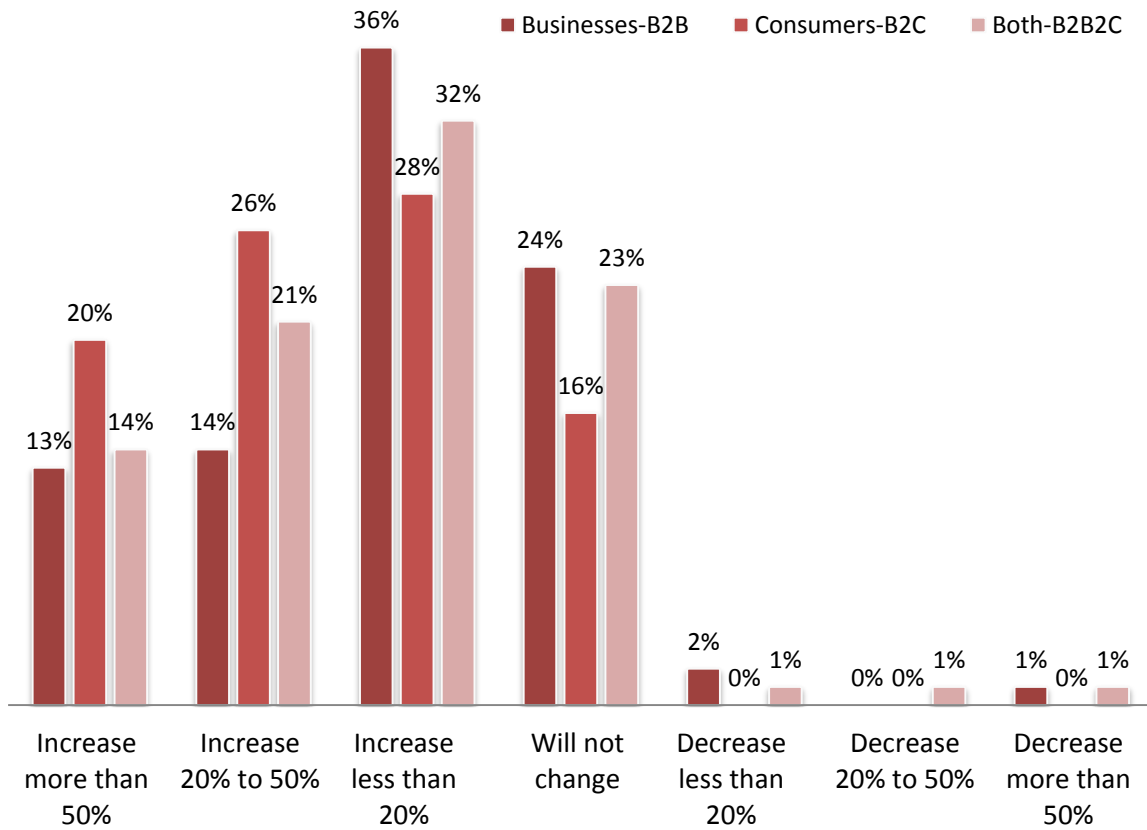
■ Businesses-B2B ■ Consumers-B2C ■ Both-B2B2C

	Increase more than 50%	Increase 20% to 50%	Increase less than 20%	Will not change	Decrease less than 20%	Decrease 20% to 50%	Decrease more than 50%
Businesses-B2B	13%	14%	36%	24%	2%	0%	1%
Consumers-B2C	20%	26%	28%	16%	0%	0%	0%
Both-B2B2C	14%	21%	32%	23%	1%	1%	1%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

B2B marketers with inherently long and complex sales cycles are required to nurture relationships over extended periods. Relationship building, whether for business or personal reasons, is what social media marketing is all about. Yet B2B marketing organizations are more conservative than their B2C counterparts are when it comes to increasing social media budgets. B2B marketers are more likely to increase budgets less than 20 percent, or not at all, while B2C marketers are more likely to increase by 20 percent or more.

Chart: How organizations are changing social marketing budgets, by industry
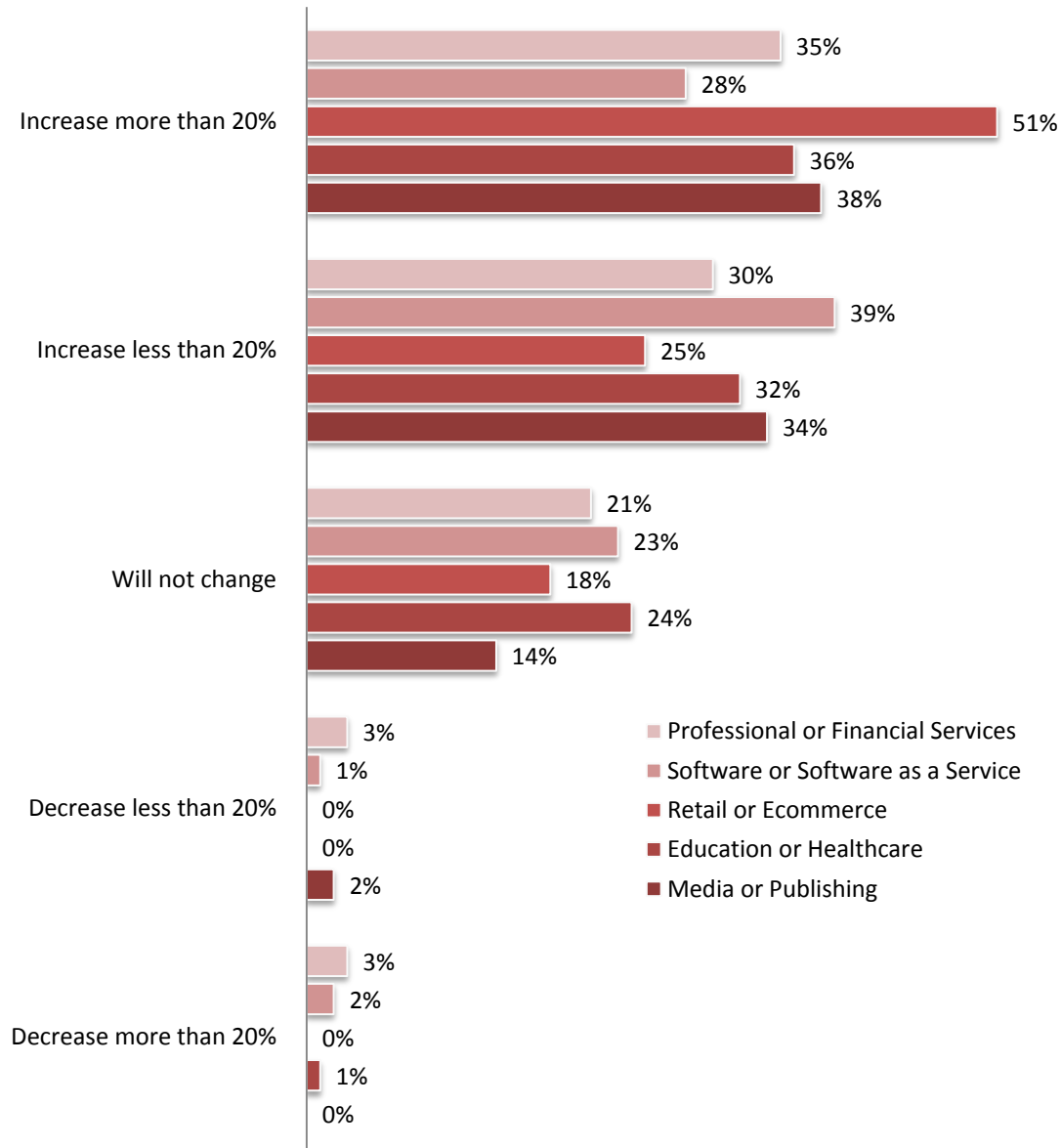
Increase more than 20%	35%
	28%
	51%
	36%
	38%
Increase less than 20%	30%
	39%
	25%
	32%
	34%
Will not change	21%
	23%
	18%
	24%
	14%
Decrease less than 20%	3%
	1%
	0%
	0%
	2%
Decrease more than 20%	3%
	2%
	0%
	1%
	0%

■ Professional or Financial Services
■ Software or Software as a Service
■ Retail or Ecommerce
■ Education or Healthcare
■ Media or Publishing

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

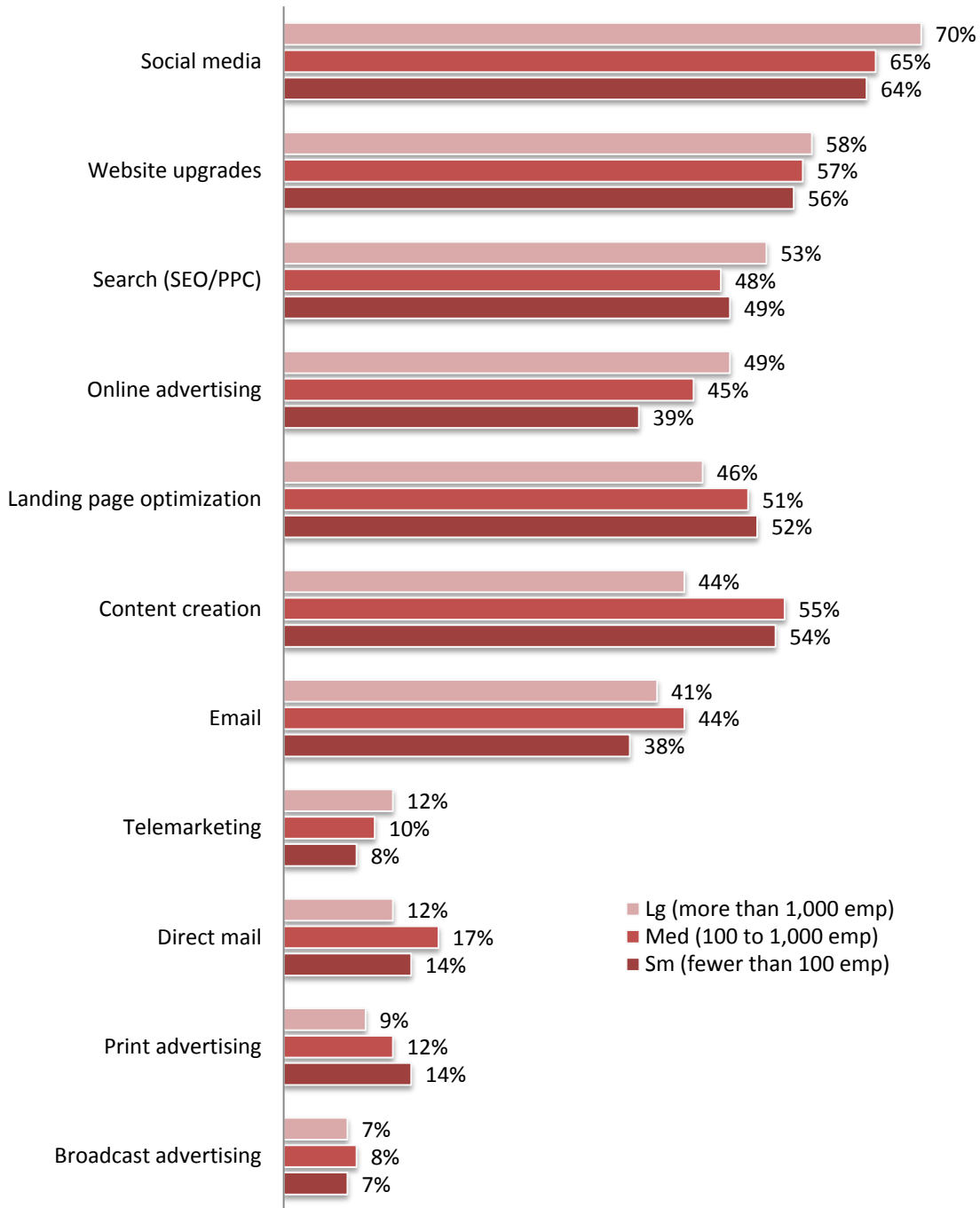The retail or e-commerce sector is heavily reliant on customer service, an important objective of social media, to assure customer retention. Zappos is an example of an e-commerce retailer that uses customer service to differentiate and dominate an industry. Retailers also rely heavily on the use of social media to influence customers during the decision process and drive them to e-commerce sites for conversion. These are two primary reasons the retail or e-commerce sector is so much more likely than other sectors to increase social media budgets by more than 20 percent this year.

Chart: How organizations are changing social marketing budgets, by organization size
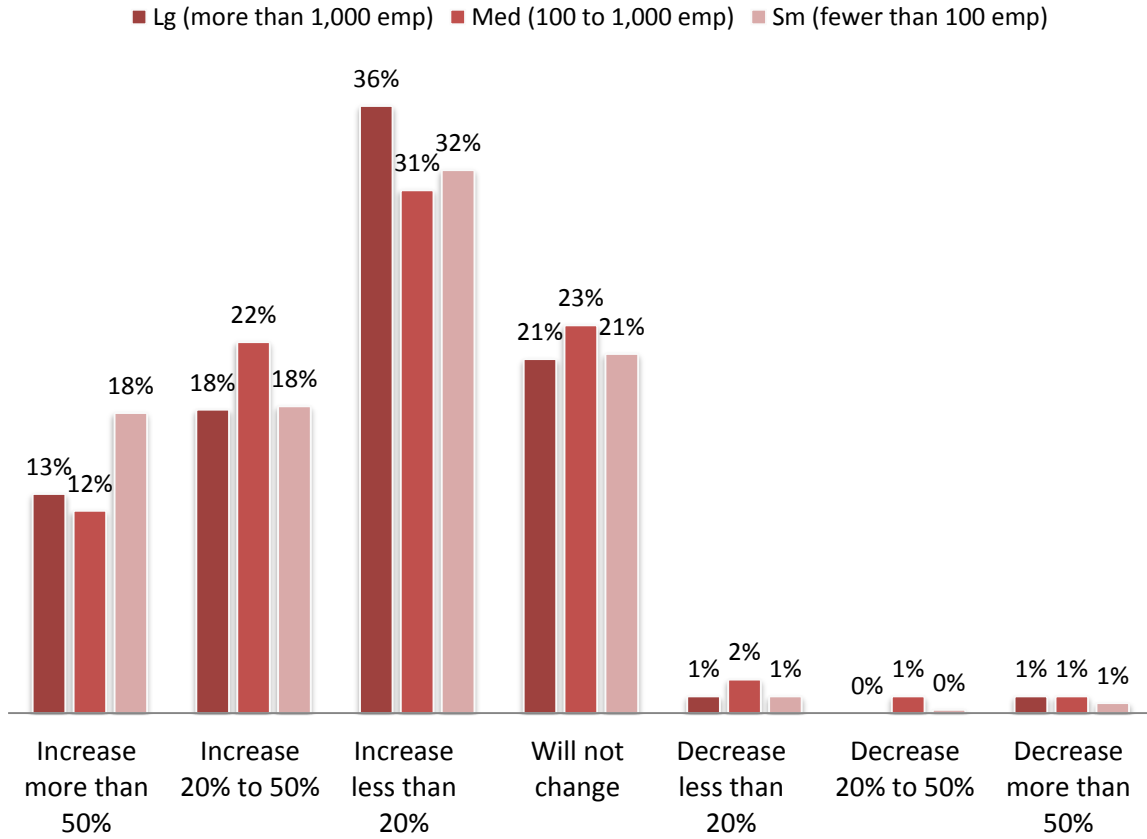
■ Lg (more than 1,000 emp) ■ Med (100 to 1,000 emp) ■ Sm (fewer than 100 emp)

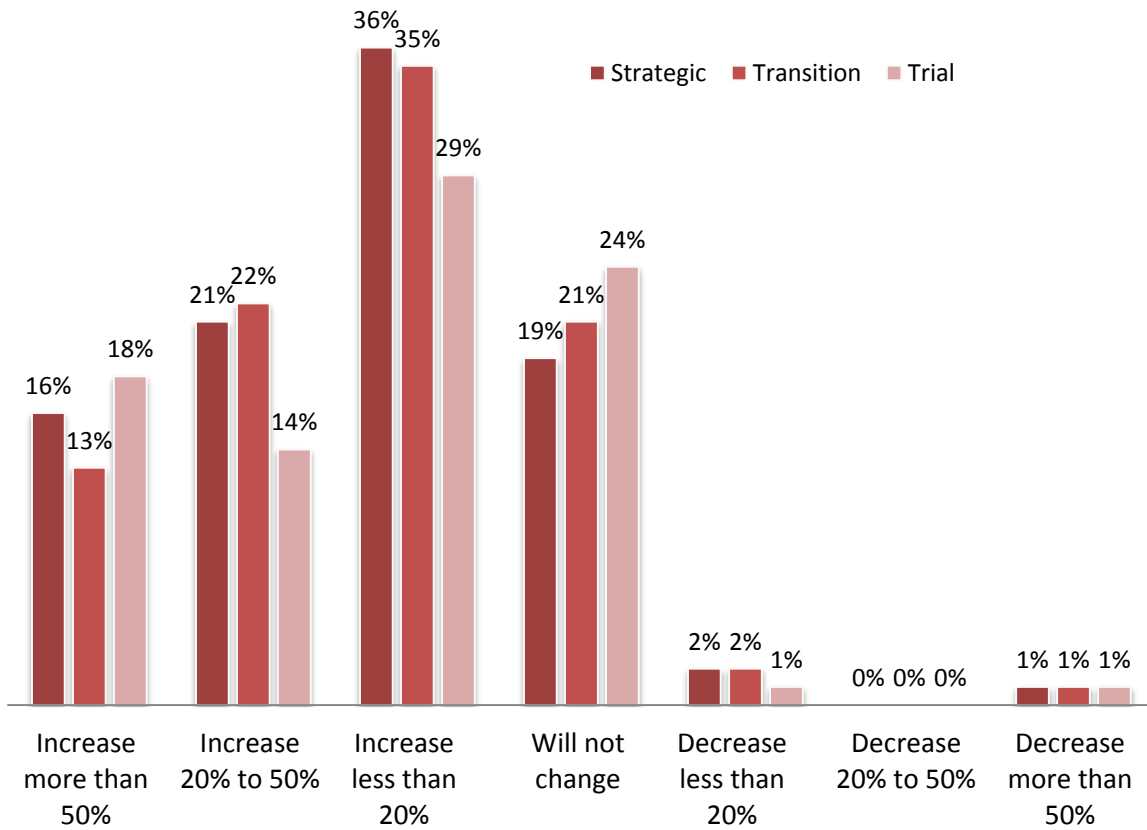Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Social media spending by organizations of all sizes is increasing as marketers move beyond experimenting to include it in all their marketing planning. The companies leading the way are also integrating social media initiatives and budgets into brand marketing, customer relationship management and customer service.

To continue these spending increases in the years to come, social marketing needs to move from promising ROI to proving it, or spending on this channel may be curtailed.

MARKETER INSIGHTS ON THE VALUE OF SOCIAL MARKETING

Q. How would you describe the perception of social media at your organization in terms of the value it returns on the budget invested?

- We have both a new division President and a Marketing VP who understands the potential value of social media. However, other strategic issues must be addressed before we can immerse ourselves in social media. Thankfully, we have the time, as most decision makers we sell to are not great users of social media (but their support staff are).

- Social media has become an important topic in our organization both from and internal perspective and outside perspective. This year is a test year of ROI for social media and will help determine next year's budget.

- We believe that social media and search engine optimization are the two most important aspects for our business other than the conventional methods of trade fairs, summits, conferences etc. Since we offer online solutions, we focus a lot of revenue for online activities.

- The integrated use of all major types of social media is our prime means of attracting prospects, building brand and customer relationships and increasing sales

- Social media has improved lead generation but not significantly increased revenue. Indirectly, social media has helped improve SEO by adding credibility to our website.

- Perception of social media is viewed as peripheral by most of my board. They are volunteer executives who have little if any involvement in the social media marketing for their own companies. They do not get it. Thus, we have no budget.

- We hope it works. We allocate some time from several individuals to work on social media activities. We are adding a portion of another staff member's time to work on social media activities. We would like our social media activities to be more organized, to be strategically driven and to successfully drive measurable results and to produce documented ROI. We are not there yet and may not be there for another year or more.

- We are currently transitioning to a new marketing/social media strategy. We are hoping to make our investments lead to more paying customers/clients in 2011.

- Perception is that it's great for networking and lead generation, not necessarily a place for a software purchasing decision.

- Everyone understands the potential social media marketing offers. But very few truly understand how it works in terms of integration with a complete content development, product development and online marketing strategy. Even fewer understand how to measure it and how to budget for it.

- Not positive at all, it is a challenge to allocate resources and calculate the return on investment and there is a feeling that our B2B audience is still not into social media for business purposes.

- Social media is fantastic for brand awareness and for getting people to our site. Those people are less likely to become customers than visitors who come from organic search, referrals and direct traffic.

- We do not invest much, so there isn't much scrutiny. The perception of social media as a whole is that it is valuable though.

- We haven't been able to prove an ROI in social media. It is seen as an experiment to delegate money to in hopes that it will prove valuable in the future.

- Back to ROI. Where is the revenue coming from online? They don't see it yet. The underlying perception is positive, however, as the potential is recognized and appreciated. The investment is seen as a good thing, the direction to go.

- The current perception is that we are still learning how to deal with it, and nevertheless have already obtained a fair ROI of around 50 percent. We think that as we get to know it better and thus invest our budget wiser, the ROI will go up and maybe even surpass that of search engine marketing.

- There are some difficulties in convincing people of the importance to invest in social media. Connecting the investment to the ROI is quasi-impossible at this stage.

- Budgets allocated are always proportional to historical ROI. Since, we lack a historically successful program and moreover, a future strategy of which we can be confident of, we really aren't sure how much to spend and what to spend on.

- With an integrated education based marketing plan, the perception of social media generates is value plus because it creates awareness, builds relationships and provides additional income as any effective marketing strategy should.

- For a B2B business, social media is more difficult to reach buyers on a professional level. Most social media is used on a personal level.

- The social media ROI question is a "hot" one at the moment. We are pressed to do more (marketing) with fewer and fewer dollars. So ... "what has social done for us lately" is the question being asked.

- Top level executives believe in the importance of having a social media presence and feel that it is a great way to engage the consumer. However, it is also viewed as too informal.

- Viral marketing through social media is considered to be the core of our online effort to build product awareness and drive sales.

- It can be a serious "time suck," but also can be fun, and if you commit to it for some months/years and interact with it in a useful way, it will net you new customers.

- Positive perception – this is a better way to be in more regular contact with much of client base and prospects than any other method to date.

- We do not have a measurement plan in place to prove concrete results. So the perception of social media marketing is "soft marketing" at best.

- My perception is that it is something that "the industry" believes to be of value, so everyone seems to be moving towards it, but that in reality it provides value that is hard to measure, so it is hard to justify the use of social media.

- C-suite does not see the potential monetary value (revenue) from engaging in social media, and therefore prohibits a social media program

- Today it is perceived to have little value because 2011 is the first year we have launched a comprehensive campaign. We have little to show for our efforts so far. The employees of the organization are still unsure of the value altogether and even have a bit of an attitude about participating. However, senior leadership in the organization sees the potential and is willing to invest over the next 3-5 years to determine the real value.

- The organization as a whole sees limited value in social media. Employees are blocked from accessing social media outlets at work because certain executives believe social media is simply a time waster. Nevertheless, continue our efforts and the CEO remains interested in our results.

- Perception is everything. I'm using Linked In for the first time to recruit employees and promote an annual event, if I positive outcomes that will be the key to invest more. Really, though as with all IMC, social media has to be part of a plan and strategy with measurement metrics to be successful no matter how much or how little you invest.

- Considering the area and the people I want to reach, I feel that my prospective customers will not consider the social media advertising to be intrusive; rather, I believe they will find it informative and useful. Many are just not aware that they need to read my book.

- We have strong executive support and interest as our executives themselves ramp up on Twitter and LinkedIn. Much of our sales staff leverages LinkedIn for networking and contacts. We have a basic investment primarily around the salaries of resources that are participating and because we now have data to show at quarterly reviews, there is no push back whatsoever on leveraging resources this way. Social media is viewed as a valuable and essential part of the marketing mix.

- To quote the Beatles, "… it's getting better all the time." It is still slow but we have started to have success with it and as we do people notice that there is a process and it needs to be followed.

- Most people in my organization understand the importance of social media. As we measure its impact, those who are not as active in social media begin to see how influential it has become.

- There is no perceived value, just the concern that if we do not manage the process, it could easily get out of control. There are no corporate guidelines in place.

- The return is not really admitted by senior management. They have not "bought into" the idea that social media can be good for an organization. They see social media as more of a threat to staff productivity.

- Everyone is excited about the interest in social media (our LinkedIn community has been growing rapidly for the past two years). People like it because it is free, but no one outside of marketing really understands social media, so they do not expect return on investment yet.

- One year into participation in social media, I am beginning to see some sales generated by the efforts. I enjoy the work, so I am paying closer attention to it as a part of my marketing strategy.

- To date, we have not been able to convert social media participants to paying customers. Ownership is reluctant to invest a significant amount of our marketing budget toward social media marketing.

- The ROI for social media has not been that great for us however, it is also fair to say we have not properly utilized social media and 2011 more time will be spent on testing ideas and messaging via social media.

- Perception is that we need to be in it because our competitors are doing it. However, most are extremely skeptical about our target audience participation in terms of reading and commenting. What has been somewhat effective is doing social/traditional marketing integrated campaigns. On the budget issue, much of what you listed is handled in-house and we are not planning to add people. Except for software and a little online advertising experiment, we truly do not spend much on social media.

- Within the marketing department, the perceived value of social media is skyward-bound. The remainder of the company still is baffled by what social media does and does not see the value. The remainder of the organization prefers to look at social media as a small part of a marketing package that as a whole produces measurable results; the portion that comes from social media is thought to be irrelevant to them.

- I think people know it is important, but have not given it a dollar value. Social media is "free," but it takes peoplepower to make it work right.

- We believe very strongly in social media. We also believe that social media starts with our team and our own website. So we don't buy ads on social media sites or pay outsiders or social media consultants ... most of the time they don't have a clue, also if books about social media are a waste of time, by the time they are published they are old news. So we focus our budget on having great content and a great website to store that content, the social media then acts like a network that distributes that content.

- It is still a difficult concept to explain. While everyone wants to get behind social media, there is a misconception that social media sites (i.e. Facebook) is for personal use only – not for company use. The two items contradict each other, and it is hard to change the mindset.

- Appreciation to social media marketing is highly growing as we can show more easily measured results by lead generation, and then following the lead pipeline in CRM. But the B2C portion of our business is still very small compared to the total, that social media efforts are considered as "interesting peanuts."

- Social media is the best way to communicate directly with clients and our target market. It costs nothing except staff time to interact on Facebook and LinkedIn and after start up costs and very low maintenance the same is true for blogging.

- It needs to show an effective ROI from a cost per leads perspective. Secondarily, the jury is still out about how valuable a tool it is to the overall marketing effort because our social media base is local which is not what we want. We value out-of-market leads/fans/followers.

- We can measure it. Social campaigns provide four visits for social interaction. We receive five times more conversions from social (earned media) than we do for paid media (SEM, ads).

- The perception has been that social marketing is only effective as a generator of top of the head awareness. We hope to be able to better measure its effectiveness, and to focus on developing relationships along certain demographic lines.

- As a nonprofit association, one of our most important tasks is to continue to find ways to engage our members. Social media has provided a relatively low-cost way for us to expand our reach, moving deeper into our member organizations.

- Social media carries a high value mainly because of the large return on a relatively small investment.

- Perception has definitely changed for the better. More personnel are becoming involved in things such as team blogs. There still seems to be a disconnect in regards to measuring total online presence, both positive and negative. Regardless, I am happy that folks here get the importance and potential of social media.

- Management is excited to be a part of the social media landscape, but is not convinced that it has measurable ROI or lead generation. It has been a hard sell to spend money on social media planning and services, but I've been able to do it, through SEO rankings and blog traffic results. You really have to reframe management's expectations. Once that happens, it's smooth sailing.

- Unclear that our target customer uses social media for business purposes, therefore there is suspicion of the value of any investment.

- The perception is cautiously optimistic. Our social media efforts generated one qualified lead which did not lead to closed business. But the organization is excited about the public awareness levels our social media efforts are creating, and the stronger relationships it is developing with existing clients and potential clients we have been courting since before these efforts began. That said, I sense a "short leash" on spending. At some point, there must be a positive measure associated with all of this, most likely in the form of an inbound lead that is WON.

- We are finally seeing the returns for the investment in social media. We have finally gotten past the "it costs money" roadblock and are seeing more results.

- It still difficult to make the management understand its dynamics and move the funds from offline activity to this activity, as we haven't got any concrete ROI from this new media.

- I have full support from senior management on all social media efforts. I was fortunate enough to take the CEO to the SES conference in Chicago in 2009. The conference sessions and keynotes gave him the understanding to support the program.

- From leadership to staff, most colleagues are on board with social media. It is not seen as integral to who we are, but internally social media earns a modicum of respect and support. Externally, our social media efforts seem to be growing in terms of followers (and thus, brand distribution.)

- Our budget increased quite a bit this year even though it is a small percentage of our overall marketing budget. Although we would love to see people converting, this is not our overall goal. We focus on brand awareness so we do not really compare budget to return.

- Those that get it, get it ... those that don't understand the social media are reluctant to even having it in the organization so at times it is a struggle to keep it at the forefront of the organization.

- We are not using the term social media, we are using the term inbound marketing. It is very unfortunate that social media is what is being used today to describe this activity. For a B2B business, if I had not switched early on to inbound marketing, I would not have been able to make progress that quickly. I wish MarketingSherpa would make a big push for a rebranding and abandon social media altogether.

- I am one of the younger decision-makers in our organization, and while I see the potential value of social media in the future, at present, the social media world is not a useful tool. We are trying to reach the 'friend of a friend' rather than the actual customer at this point. Throughout the organization, we are all social media users personally, but after a year of business use, we have seen little measurable results.

- We have learned that certain social media efforts do little in directly measurable ROI, while other efforts can be spectacular. Paid advertising has been a bust. Setting up special events and spreading the word through Facebook has worked very, very well for us. We budget our time and money accordingly.

- Social media is still an unknown at my organization. Specifically, our demographic is older, so we need to assess the efficacy of investing in social media.

- In the financial services industry which is very analytically driven I believe there are still some real challenges that marketers face in regards to proving ROI from social media. However, marketers approach to social media should not be valued the same as traditional media buying, looking at social media on a CPM or CPC basis is not the right approach. In the financial services sector engaging your brand advocates is much more challenging than other retail or CPG categories. So, the emphasis in a social media strategy should be on creating quality content that your followers, fans, etc. will find engaging, educational, and worth sharing with their network. This positive association with your brand will go a long way in creating brand advocacy in the social space.

- The perception is that social media is extremely valuable and is contributing to awareness and lead generation.

- Everybody is well aware of the benefits social media plays in the success of our company. The task is what is the right plan and implementation.

- Certainly there's value seen in it – we've established a global organization to oversee social media that lives within the branding group. They provide guidance and direction in terms of tools, governance and education. What has yet to be seen is how they are truly going to be able to support the work that has to be done on a day-to-day basis. That will likely rest elsewhere but to be honest that puts it in the hands of non-marketers to some degree. Has yet to be seen if that will be a good or bad thing. Other thing is the fact that it's a truly global company - just because social is "hot" here in the US and in pockets around the globe that doesn't mean it makes sense to be spending limited global budgets when it is not something that can be adopted or supported in many places.

- Our sales had gone almost flat. So we invested a small amount to see if we could see a noticeable increase in sales. We did so we invested a little more and each time we invested we saw a return. Now we are at or close to our diminishing return but our sales over last year have risen 27 percent with our average sale increased by $11. We are thrilled.

- There is a perception that social media drives tremendous value and that we need to better learn how to measure and report that value back to executives, especially with increased budgets and expectations.

- I think executive management is beginning to understand the importance of social media, but not necessarily the value. ROI is still driving a great deal of what we do.

- It is viewed as more of indirect ROI – in the form of increased rankings, being a thought leader and soon as a platform for promoting our blog. It also aids in the research and development of our new software products, staying on top of what the industry wants.

- Our business model is razor/blade, so anything we can do to increase engagement after the initial purchase results in better retention and higher customer LTV. While social media "engagement" is largely qualitative, there is a pervasive belief that the social media programs executed by our team are providing a valuable platform for the company to increase its active customer base and reduce attrition.

- There is an understanding that social media activity is having a positive impact on our brand/company awareness (especially for the part of it that we can determine an ROI for). Since most of the budget is allocated to payroll of internal staff, social media is seen as part of the job and not a special, on-the-side project.

- Those who understand it perceive it to have a high ROI; those who are still struggling to understand the role of social media do not view it as either a positive or a negative ROI.

- It is extremely important. We are online exclusively, so that is from where we draw our people/fans. Also will be important to our sponsors to see the impact we have online.

- Everyone believes in the marketing potential of social media, but no one believes we have the capacity to develop and execute an effective strategy to use social media.

- I think there is a slow realization that it is here to stay and will be a significant part of our branding in the future. However, there is no formal established budget yet. It is set on a project basis, which means that it still has the stigma of being, unfortunately, something we may not need to do, even though it is mission critical.

- Our organization is very conservative and therefore does not perceive social media very well. They are resistant to change and trying to implement a social media plan has been challenging.

- The expectation is low, though we measure our social media ROI, the organization understands that like other marketing channels, social media may not yield immediate results and hence cannot be measured in the same terms. However, we do keep a check on the money and man hours spent and the returns we get, both measurable and non-measurable in the short-term.

- We find it to be a valuable way to let the community know more about what our agency offers. Has it brought in big donors, no, but we are raising awareness and hopefully giving people a greater understanding of the needs of those we serve.

- It is hard to estimate a percentage. I do know we have an online presence but I do not believe it has led to much business directly. It does give a space for them to review our services.

- It varies by division but as a whole, social media is seen as a valuable tool for creating brand affinity as well as visibility for key priorities and product releases. The big push is to realize revenue directly from these relationships. This has yet to occur on a large scale.

- Most in the top management stills see all marketing costs as expenses rather than investments - the views on social media are not different.

CHAPTER 5: TOP TACTICS AND PLATFORMS FOR EFFECTIVE SOCIAL MEDIA MARKETING

This chapter looks at social marketing tactics from many perspectives: which tactics are used, how difficult the tactics are to implement, the effectiveness of the tactics, the social platforms used to implement the tactics, and how organizations are regulating their use.

SOCIAL MEDIA MARKETING – HOW ARE YOU DOING IT?

Q. Which of the following social marketing tactics has your organization used?

Chart: Average percentage of organizations using each tactic

Tactic	Percentage
Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)	72%
Posting content on company branded or managed blogs	71%
Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)	69%
Including social sharing buttons on company branded or managed websites	65%
Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)	61%
Including social sharing buttons in email	55%
Optimizing social media sites to improve search engine rankings	43%
Building one-to-one relationships with bloggers, network moderators and other social influencers	37%
Advertising on blogs, social networks or other social media sites	35%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Chart: Organizations using tactics, by social marketing maturity phase

Tactic	Strategic	Transition	Trial
Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)	83%	80%	55%
Posting content on company branded or managed blogs	81%	75%	58%
Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)	80%	73%	57%
Including social sharing buttons on company branded or managed websites	76%	70%	51%
Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)	76%	68%	45%
Including social sharing buttons in email content	70%	60%	41%
Optimizing social media sites to improve search engine rankings	62%	49%	26%
Building one-to-one relationships with bloggers, network moderators and other social influencers	60%	38%	24%
Advertising on blogs, social networks or other social media sites	52%	37%	24%

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Methodology: Fielded February 2011, N=3,342

As organizations in the Strategic phase of social marketing maturity develop a strategy, they create a tactical plan of action before selecting the social media sites on which they will use these tactics. Starting with a tactical plan and a purpose for each site enables an organization to execute more tactics, more effectively. This chart shows that the more socially advanced or mature an organization, the more tactics they are able to use.

Chart: Organizations using social marketing tactics, by primary channel

Tactic	Businesses-B2B	Consumers-B2C	Both-B2B2C
Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)	70%	72%	76%
Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)	67%	70%	71%
Posting content on company branded or managed blogs	71%	71%	70%
Including social sharing buttons on company branded or managed websites	62%	67%	66%
Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)	63%	59%	62%
Including social sharing buttons in email content	55%	53%	59%
Optimizing social media sites to improve search engine rankings	43%	43%	46%
Building one-to-one relationships with bloggers, network moderators and other social influencers	35%	40%	41%
Advertising on blogs, social networks or other social media sites	29%	44%	39%

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Methodology: Fielded February 2011, N=3,342

Social marketing works best in B2B and B2C channels when there are real people with genuine intentions offering relevant content behind every tactic. For example, when executing the most frequently used tactic of moderating a social network, post as a person (not a brand logo) with links to content of real value to your target audience.

Chart: Top social marketing tactics used, by industry

Posting content on company branded or managed blogs
- 70%
- 82%
- 74%
- 67%
- 78%

Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)
- 68%
- 76%
- 71%
- 67%
- 71%

Including social sharing buttons on company branded or managed websites
- 59%
- 66%
- 66%
- 60%
- 69%

Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)
- 59%
- 74%
- 69%
- 75%
- 67%

Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)
- 51%
- 71%
- 57%
- 56%
- 68%

Including social sharing buttons in email content
- 51%
- 62%
- 56%
- 50%
- 57%

Legend:
- Professional or Financial
- Software or SaaS
- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

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Methodology: Fielded February 2011, N=3,342

Organizations in the software (or software as a service) sector use more social marketing tactics than other industries, especially the professional or financial services, and education or healthcare sectors. Surprisingly, a larger share of organizations in these software sectors post content on their blogs than do organizations in the media or publishing sector.

Chart: Organizations using social marketing tactics, by organization size

Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)
- 79%
- 71%
- 64%

Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)
- 77%
- 74%
- 69%

Posting content on company branded or managed blogs
- 67%
- 73%
- 71%

Including social sharing buttons on company branded or managed websites
- 64%
- 65%
- 65%

Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)
- 64%
- 62%
- 60%

Including social sharing buttons in email content
- 55%
- 56%
- 55%

Advertising on blogs, social networks or other social media sites
- 45%
- 34%
- 32%

Building one-to-one relationships with bloggers, network moderators and other social influencers
- 43%
- 35%
- 36%

■ Lg (>1,000 emp)
■ Med (100-1,000)
■ Sm (<100 emp)

Optimizing social media sites to improve search engine rankings
- 42%
- 42%
- 45%

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"We've seen an explosion of online video which allows us to deliver a clear and concise message in a format that is engaging and easy to share. It has been very effective at communicating our core value proposition, driving awareness, and customer success." - Marketer insight on social marketing tactics

WHEN IT COMES TO USAGE, "FAST AND EASY" TRUMPS TACTICAL EFFECTIVENESS

Chart: Comparing tactical usage, degree of difficulty and level of effectiveness
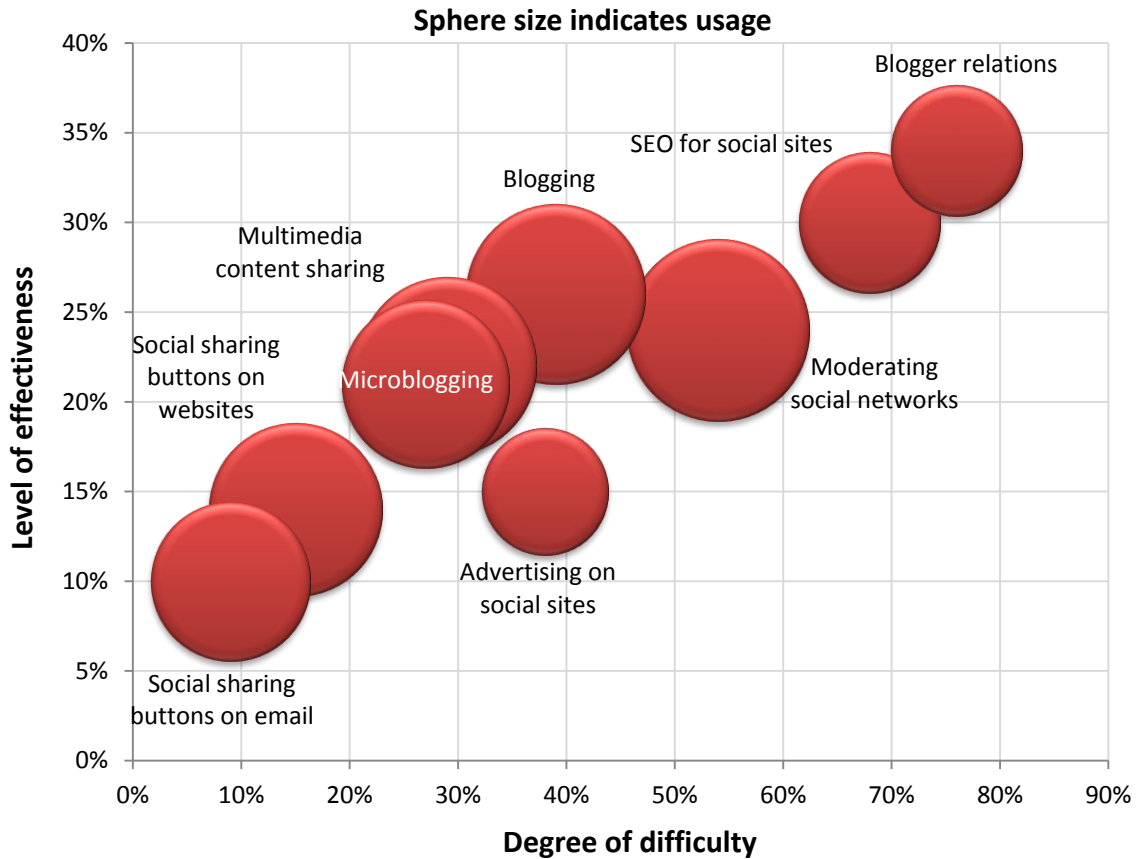
Sphere size indicates usage

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

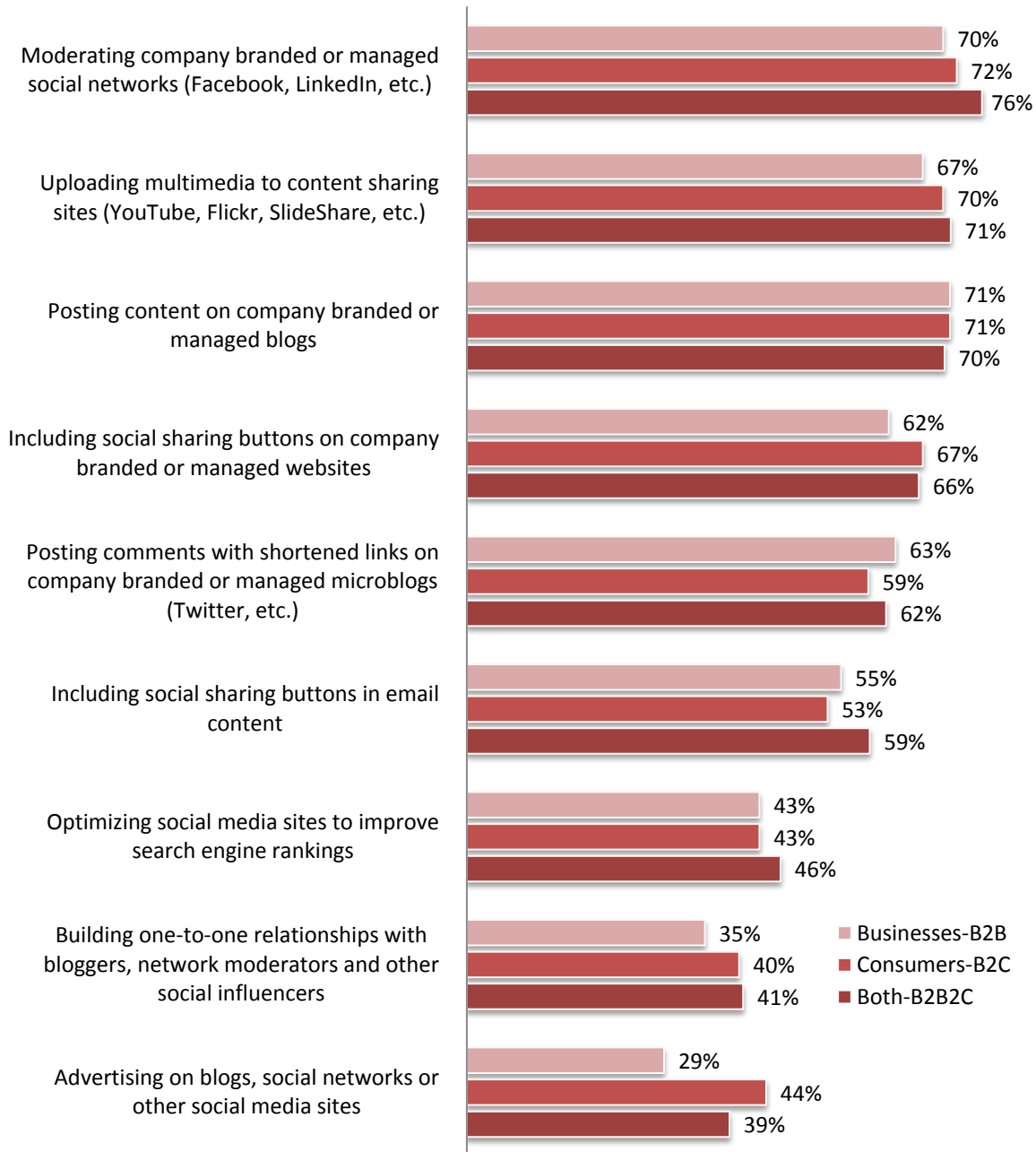Cross-tabulating response data across multiple questions in a survey can provide an interesting perspective on research findings. Here we combine data from three questions about social marketing tactics: The effectiveness to achieve objectives, the degree of difficulty to implement each tactic and the percentage of organizations using them.

What we find, more often than not, is that "fast and easy" trumps effectiveness when it comes to determining which tactics to implement. For example, the most effective tactic shown in the chart above, blogger relations, is used by far fewer organizations than other less effective tactics. The reason? As a tactic, blogger relations has the highest degree of difficulty.

This focus on "fast and easy" versus effectiveness is a problem far more prevalent among organizations not working from a strategic social marketing plan.

TACTICAL DEGREE OF DIFFICULTY

Q. Please indicate the DEGREE OF DIFFICULTY (time, effort and expense required) for each of the social media tactics your organization is using.

Chart: Not all social marketing tactics are fast and easy to implement

■ Very difficult   ■ Somewhat difficult   ■ Not difficult

| Tactic	Very difficult	Somewhat difficult	Not difficult
Building one-to-one relationships with bloggers, network moderators and other social influencers	22%	54%	22%
Optimizing social media sites to improve search engine rankings	13%	55%	28%
Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)	9%	45%	44%
Advertising on blogs, social networks or other social media sites	7%	31%	58%
Posting content on company branded or managed blogs	7%	32%	56%
Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)	4%	25%	68%
Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)	3%	24%	71%
Including social sharing buttons on company branded or managed websites		13%	83%
Including social sharing buttons in email content		8%	88%

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Degree of difficulty – or the time, effort and expense a tactic requires – can easily exceed the value of a tactic. This is especially true in the understaffed and overburdened marketing departments typical of the economy from which we are currently emerging. This is why understanding tactic's degree of difficulty, in relation to its level of effectiveness, is so important.

In this chart, tactics are shown in descending order of the time, effort and expense required to implement them.

Chart: Tactics deemed very or somewhat difficult, by social marketing maturity phase

Optimizing social media sites to improve search engine rankings
- 67%
- 72%
- 63%

Building one-to-one relationships with bloggers, network moderators and other social influencers
- 63%
- 78%
- 70%

Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)
- 49%
- 54%
- 58%

Advertising on blogs, social networks or other social media sites
- 30%
- 38%
- 45%

■ Strategic
■ Transition
■ Trial

Posting content on company branded or managed blogs
- 30%
- 39%
- 48%

Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)
- 24%
- 29%
- 26%

Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)
- 18%
- 33%
- 30%

Including social sharing buttons on company branded or managed websites
- 13%
- 15%
- 17%

Including social sharing buttons in email content
- 11%
- 8%
- 12%

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Chart: Tactics deemed very or somewhat difficult, by primary channel

Building one-to-one relationships with bloggers, network moderators and other social influencers
- 78%
- 72%
- 77%

Optimizing social media sites to improve search engine rankings
- 71%
- 68%
- 67%

Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)
- 53%
- 51%
- 59%

Advertising on blogs, social networks or other social media sites
- 36%
- 36%
- 40%

Posting content on company branded or managed blogs
- 41%
- 40%
- 37%

Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)
- 26%
- 25%
- 29%

■ Businesses-B2B
■ Consumers-B2C
■ Both-B2B2C

Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)
- 28%
- 30%
- 29%

Including social sharing buttons on company branded or managed websites
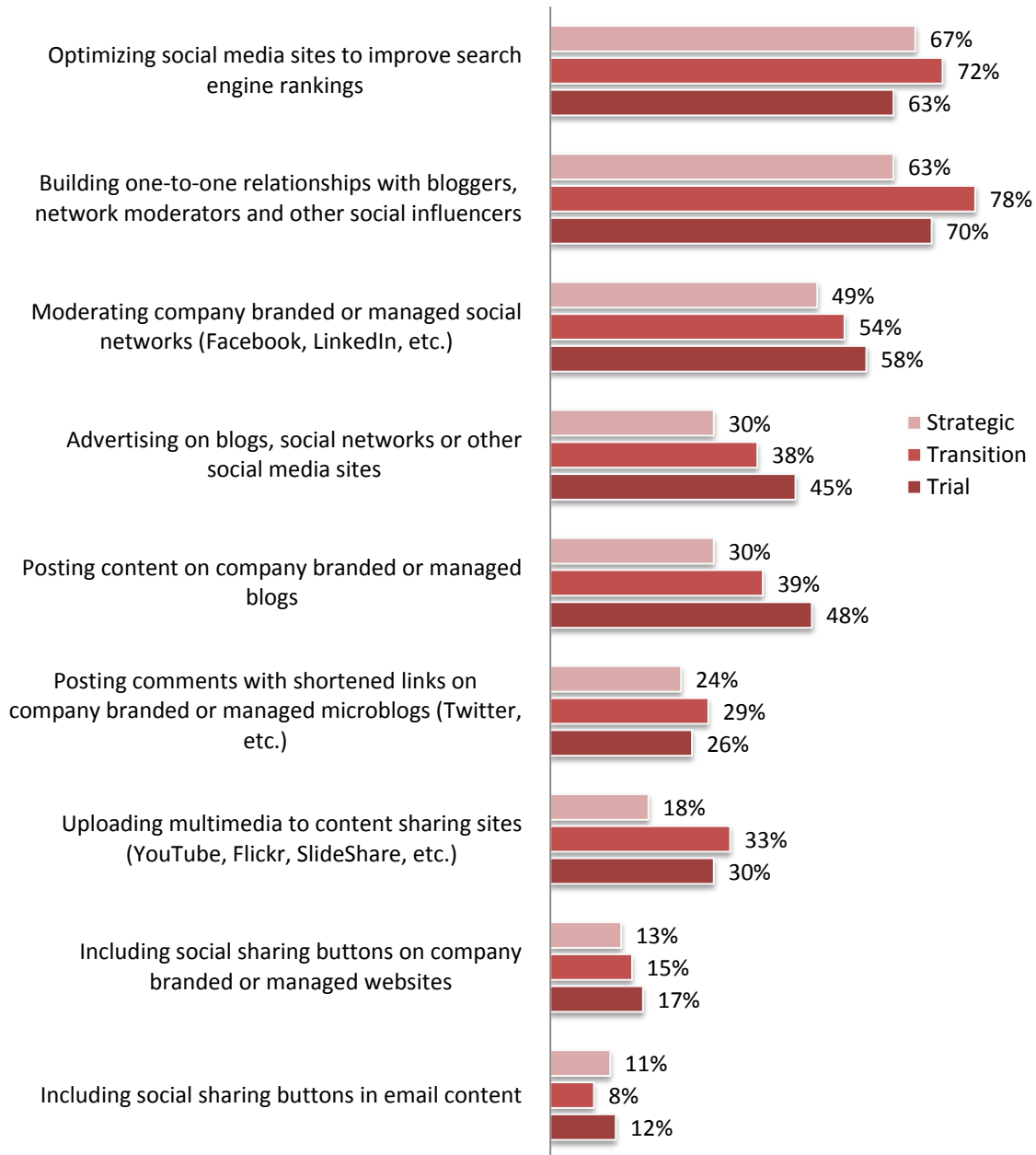- 12%
- 17%
- 16%

Including social sharing buttons in email content
- 10%
- 9%
- 9%

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Methodology: Fielded February 2011, N=3,342

The tactic of building one-to-one relationships with bloggers, network moderators and other social influencers is the most difficult tactic to execute in every channel. This tactic requires a time consuming process similar to traditional press relations that includes identifying key influencers, their preferred contact method and the topics of interest to them. Then initiating and maintaining a trusting relationship with these influencers. A great deal of work with a great deal of payoff as verified in the next section.

Chart: Most difficult tactics, by industry

Optimizing social media sites to improve search engine rankings
- 76%
- 69%
- 69%
- 64%
- 67%

Building one-to-one relationships with bloggers, network moderators and other social influencers
- 75%
- 84%
- 67%
- 68%
- 67%

Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)
- 53%
- 55%
- 50%
- 54%
- 52%

Posting content on company branded or managed blogs
- 44%
- 47%
- 30%
- 43%
- 35%

Legend:
- Professional or Financial
- Software or SaaS
- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

Advertising on blogs, social networks or other social media sites
- 36%
- 49%
- 31%
- 32%
- 31%

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

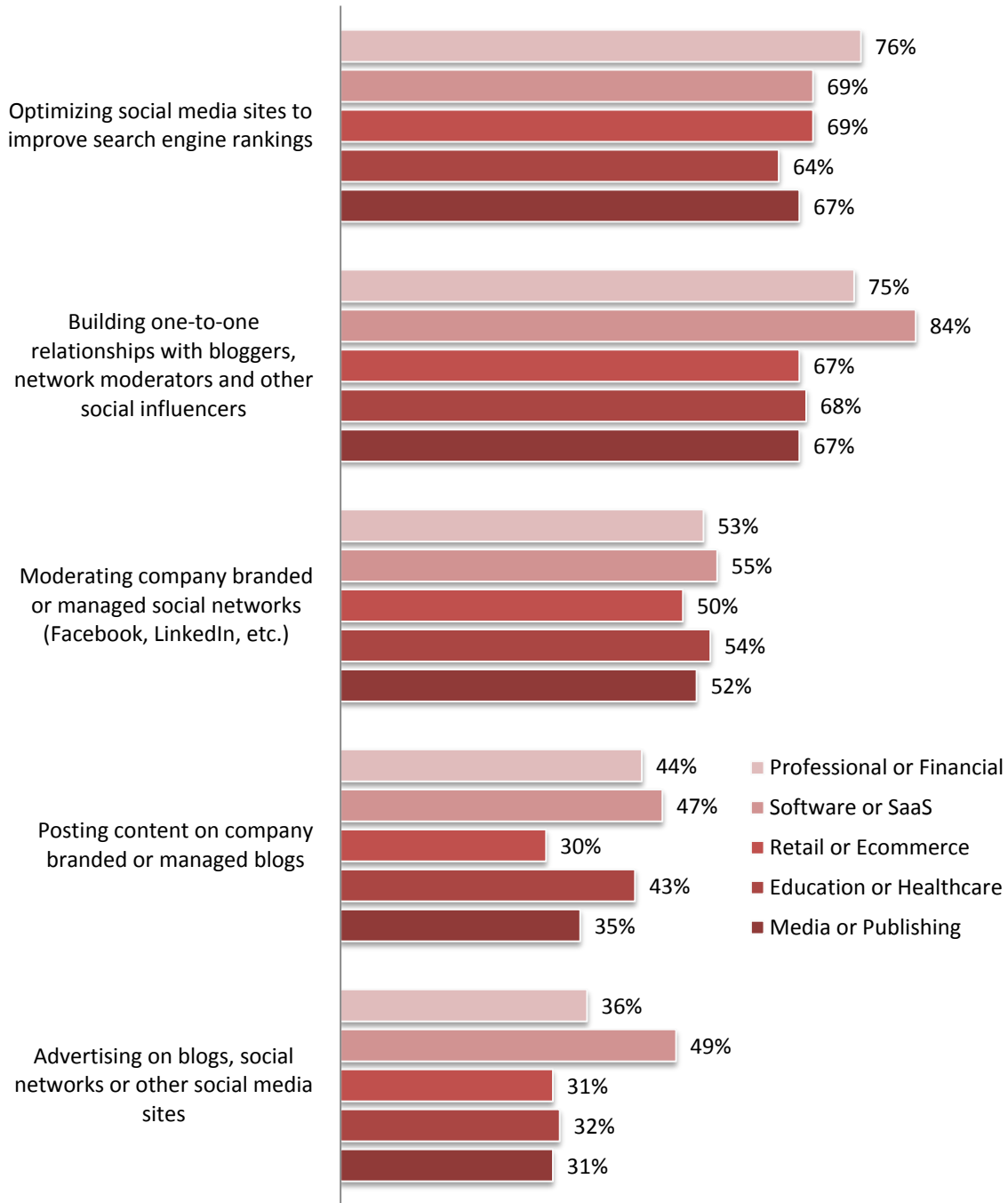In the software or software as a service industry, analysts are key social influencers that can sway the success of a software product or service based on their opinions and research findings. This is why such a large share (84%) of organizations in this sector considers building one-to-one relationships with these social influencers so difficult, and important.

Chart: Tactics deemed very or somewhat difficult, by organization size

Tactic	Lg	Med	Sm
Building one-to-one relationships with bloggers, network moderators and other social influencers	76%	76%	75%
Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)	67%	55%	49%
Optimizing social media sites to improve search engine rankings	63%	69%	70%
Posting content on company branded or managed blogs	41%	42%	38%
Advertising on blogs, social networks or other social media sites	35%	38%	38%
Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)	35%	33%	22%
Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)	31%	27%	29%
Including social sharing buttons on company branded or managed websites	20%	14%	14%
Including social sharing buttons in email content	8%	8%	11%

■ Lg (more than 1,000 emp)
■ Med (100 to 1,000 emp)
■ Sm (fewer than 100 emp)

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
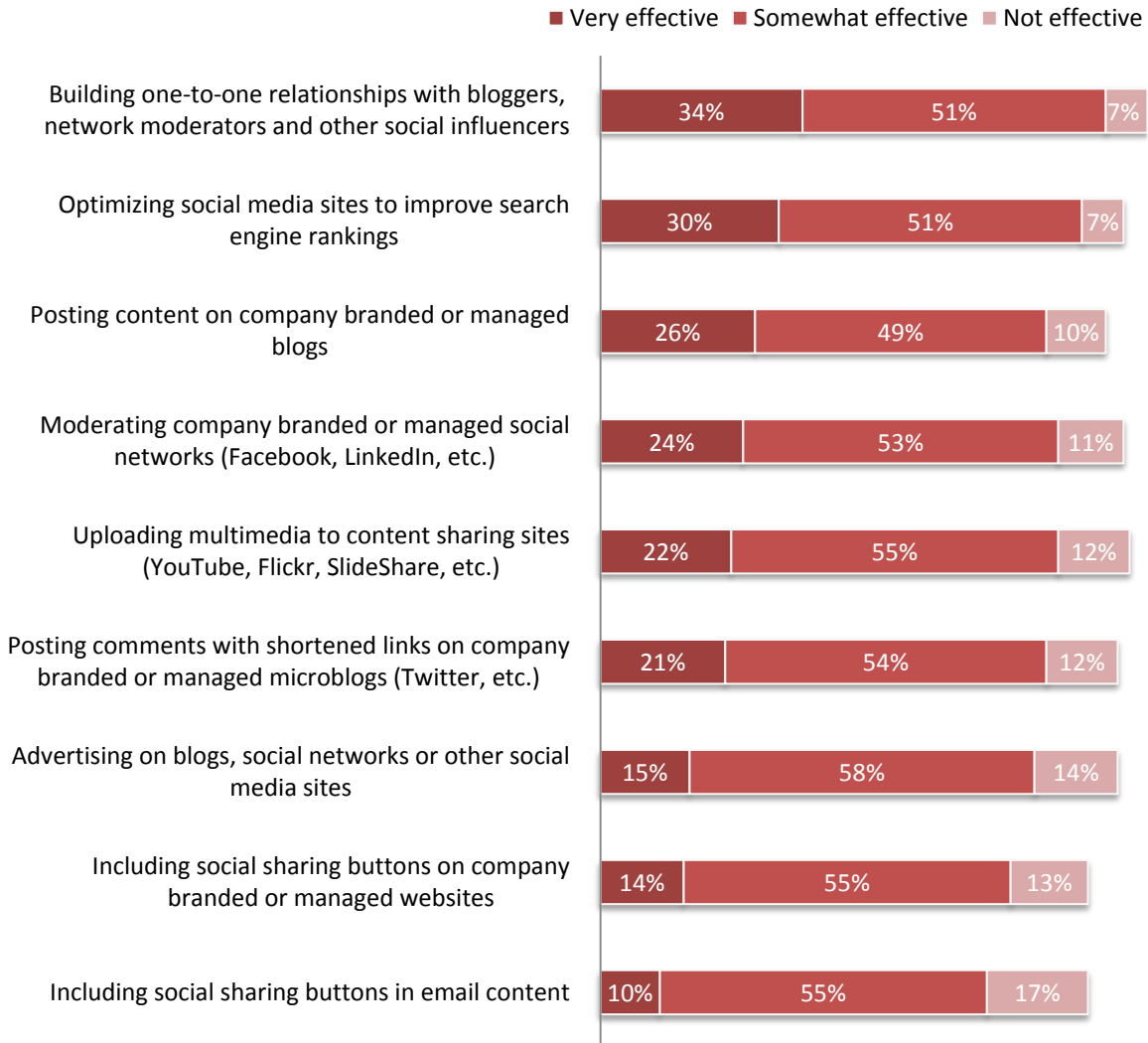Methodology: Fielded February 2011, N=3,342

Search engine marketing is one of the most important and effective marketing tactics today. Organizations of all sizes understand the importance of optimizing social media sites to improve search engine rankings but medium and smaller organizations find it more difficult achieve than do larger organizations.

"Social media/SEO is only part of one person's job and not always given priority. Tracking the results of the tactics we have used is not a regular process in this company." - Marketer insight on tactical difficulty

TACTICAL LEVEL OF EFFECTIVENESS

Q. Please indicate the LEVEL OF EFFECTIVENESS (in terms of achieving objectives) for each of the social media tactics your organization is using.
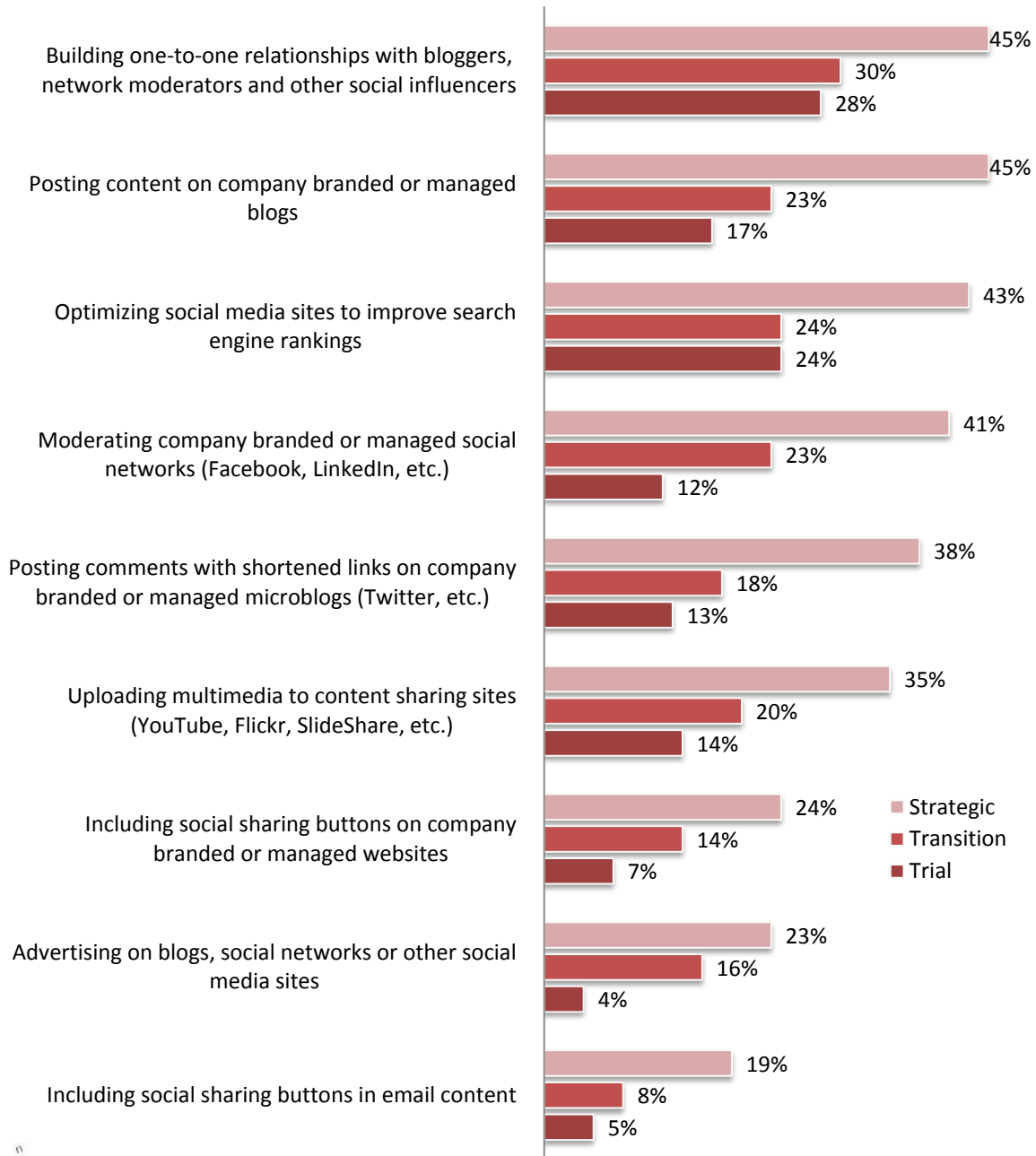
Chart: Social marketing tactics are easy to implement, but how effective are they?

■ Very effective   ■ Somewhat effective   ■ Not effective

Tactic	Very effective	Somewhat effective	Not effective
Building one-to-one relationships with bloggers, network moderators and other social influencers	34%	51%	7%
Optimizing social media sites to improve search engine rankings	30%	51%	7%
Posting content on company branded or managed blogs	26%	49%	10%
Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)	24%	53%	11%
Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)	22%	55%	12%
Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)	21%	54%	12%
Advertising on blogs, social networks or other social media sites	15%	58%	14%
Including social sharing buttons on company branded or managed websites	14%	55%	13%
Including social sharing buttons in email content	10%	55%	17%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

We have already established a link between difficulty and effectiveness. Some of the most difficult social marketing tactics are the most effective. But are some of the easiest tactics to implement, like social sharing buttons, really the *least* effective? As this chart shows, more organizations rated social sharing buttons "somewhat effective" than the top tactics. While tactics like social sharing buttons are not the most effective, they are important contributors to the overall success of many social marketing strategies and must not be disregarded.

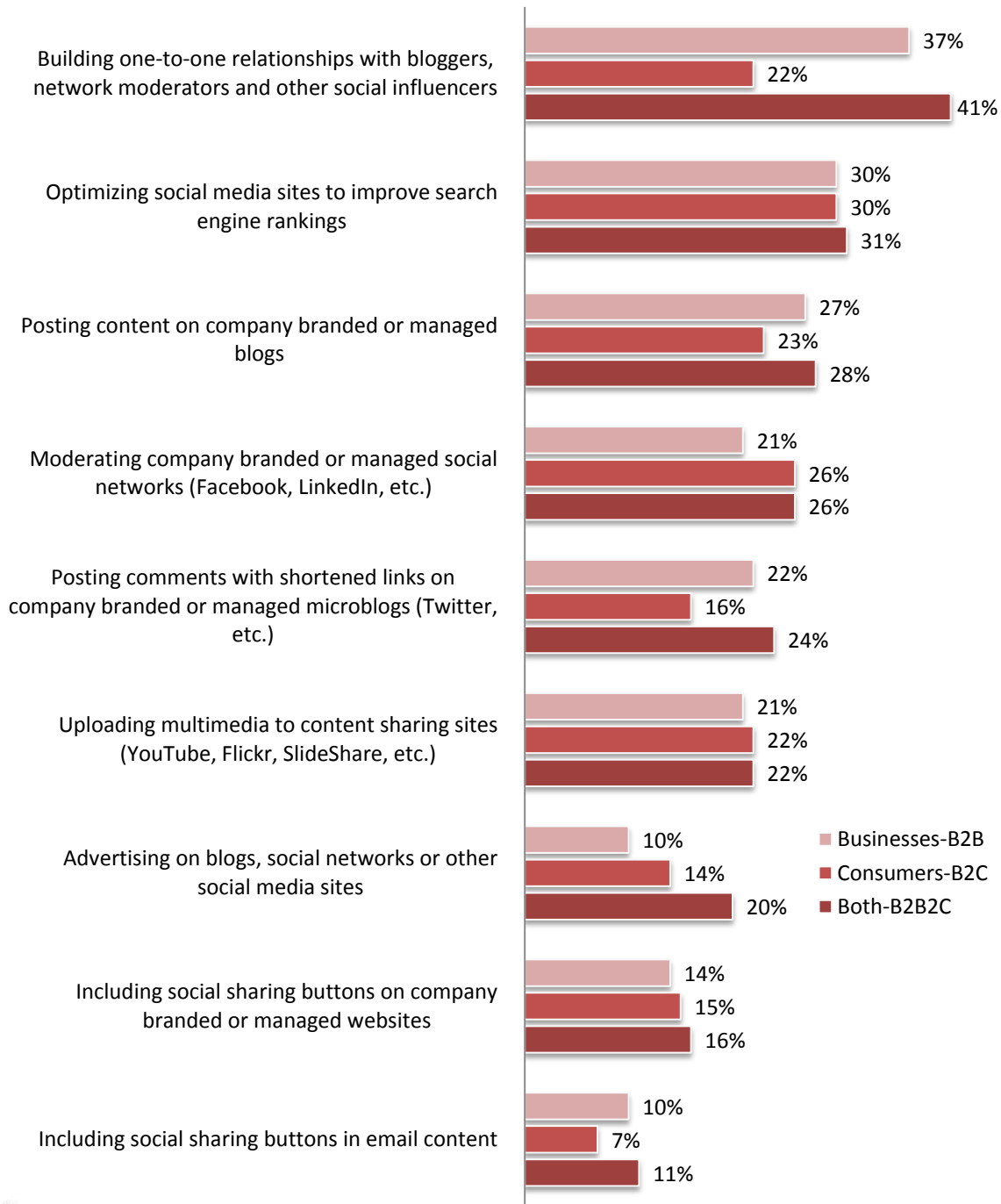**Chart: Very effective social marketing tactics, by social marketing maturity phase**

Building one-to-one relationships with bloggers, network moderators and other social influencers
- 45%
- 30%
- 28%

Posting content on company branded or managed blogs
- 45%
- 23%
- 17%

Optimizing social media sites to improve search engine rankings
- 43%
- 24%
- 24%

Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)
- 41%
- 23%
- 12%

Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)
- 38%
- 18%
- 13%

Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)
- 35%
- 20%
- 14%

Including social sharing buttons on company branded or managed websites
- 24%
- 14%
- 7%

■ Strategic
■ Transition
■ Trial

Advertising on blogs, social networks or other social media sites
- 23%
- 16%
- 4%

Including social sharing buttons in email content
- 19%
- 8%
- 5%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

The big payoff of advancing to the Strategic phase of social marketing maturity is tactical effectiveness that results in a greater return on investment – an essential objective of social marketing programs today.

As this chart shows, a significantly larger share of organizations in the Strategic phase rank these tactics very effective compared to organizations in the Trial and Transition phases. Why? Strategic phase marketers routinely perform a formal process with thorough guidelines for optimizing social marketing effectiveness.
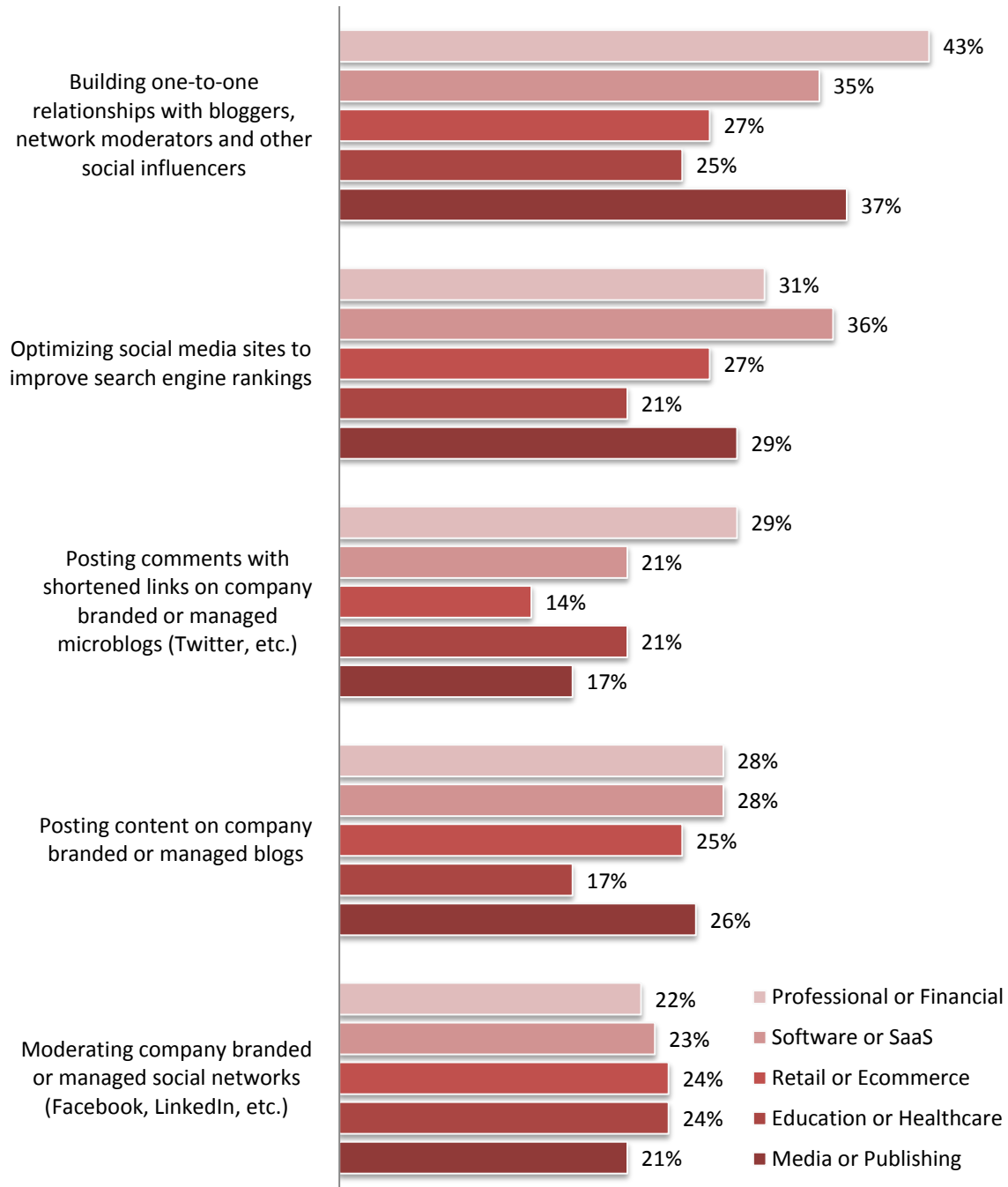
Chart: Very effective social marketing tactics, by primary channel

Building one-to-one relationships with bloggers, network moderators and other social influencers
- 37%
- 22%
- 41%

Optimizing social media sites to improve search engine rankings
- 30%
- 30%
- 31%

Posting content on company branded or managed blogs
- 27%
- 23%
- 28%

Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)
- 21%
- 26%
- 26%

Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)
- 22%
- 16%
- 24%

Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)
- 21%
- 22%
- 22%

Advertising on blogs, social networks or other social media sites
- 10%
- 14%
- 20%

■ Businesses-B2B
■ Consumers-B2C
■ Both-B2B2C

Including social sharing buttons on company branded or managed websites
- 14%
- 15%
- 16%

Including social sharing buttons in email content
- 10%
- 7%
- 11%

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Methodology: Fielded February 2011, N=3,342

The tactic with the greatest disparity in effectiveness between business and consumer channels is building one-to-one relationships with bloggers, network moderators and other social influencers. Organizations marketing directly to businesses (B2B) or marketing through business intermediaries to reach consumers (B2B2C) are far more likely to find this tactic very effective.

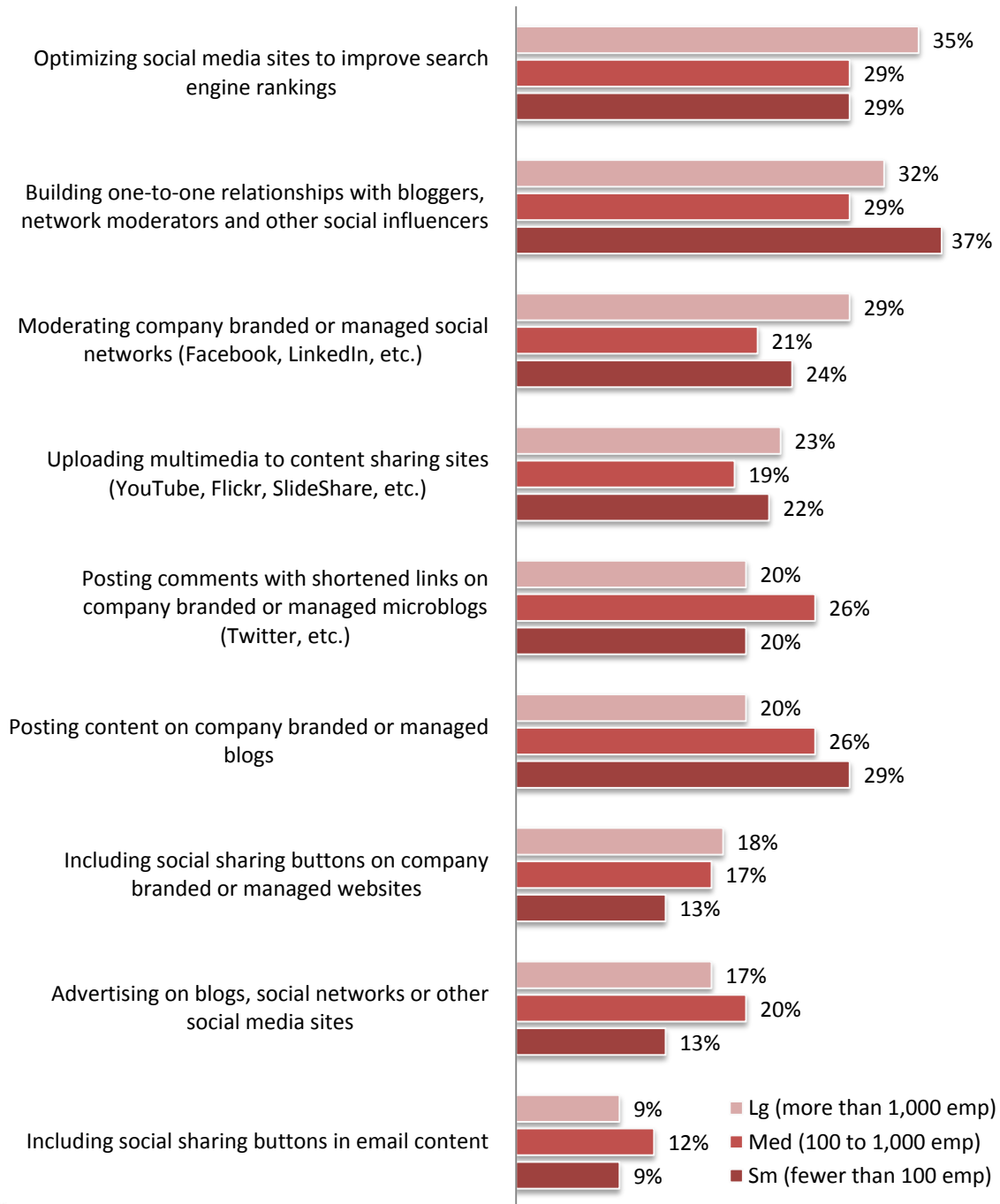**Chart: Most effective social marketing tactics, by industry**

Building one-to-one relationships with bloggers, network moderators and other social influencers
- 43%
- 35%
- 27%
- 25%
- 37%

Optimizing social media sites to improve search engine rankings
- 31%
- 36%
- 27%
- 21%
- 29%

Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)
- 29%
- 21%
- 14%
- 21%
- 17%

Posting content on company branded or managed blogs
- 28%
- 28%
- 25%
- 17%
- 26%

Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)
- 22%
- 23%
- 24%
- 24%
- 21%

Legend:
- ■ Professional or Financial
- ■ Software or SaaS
- ■ Retail or Ecommerce
- ■ Education or Healthcare
- ■ Media or Publishing

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Methodology: Fielded February 2011, N=3,342

What does every social marketing tactic above need to be most effective? Content!

"Providing content that gives true value to our social network delivers the greatest response. We're a homeowner's insurance company. Not the most interesting line of business but we give customers useful tools and content that directly help them and their family." - Marketer insight on tactical effectiveness

Chart: Very effective social marketing tactics, by organization size

Tactic	Lg (more than 1,000 emp)	Med (100 to 1,000 emp)	Sm (fewer than 100 emp)
Optimizing social media sites to improve search engine rankings	35%	29%	29%
Building one-to-one relationships with bloggers, network moderators and other social influencers	32%	29%	37%
Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)	29%	21%	24%
Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)	23%	19%	22%
Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)	20%	26%	20%
Posting content on company branded or managed blogs	20%	26%	29%
Including social sharing buttons on company branded or managed websites	18%	17%	13%
Advertising on blogs, social networks or other social media sites	17%	20%	13%
Including social sharing buttons in email content	9%	12%	9%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Optimizing social media sites to improve search engine rankings is a very effective social marketing tactic.

"We were able to move our position in the search rankings from page three to a page one, position one spot. We did this by posting quality content, using keywords, adding links, blogging and Tweeting about the relevant content and tracking our progress." - Marketer insight on tactical effectiveness

Marketer insights on extraordinary results achieved from tactics used

Q. If your organization has achieved an extraordinary result from one of the social media tactics used, please briefly describe the campaign.

- Our Facebook traffic has grown from 75,000 to 269,000 fans in under a year through constant communication to grow the user base via new campaigns, promotions or product launches. We look at Facebook as another website where we need to nurture the relationships.

- Six percent of new customers in 2010 came from responding to Tweets looking for a solution we provide.

- We are a major mobile telecommunications company and one of the "cash cows" for our business is prepaid recharge (topping up your prepaid minutes). The market we are operating in is a developing market where the majority of customers are expatriate (85 percent of the population) and only have access to the Web via their mobile phone. We have an active and vibrant Facebook community and it didn't make sense to take them out of a space they were comfortable with -- and using to stay in touch with friends and family back home -- and ask them to jump through more hoops by pushing them to our website to complete a transaction like top-up. So we created the first of its kind "top up in Facebook" application where with a single click, customers can reload credit to their mobile phone. It was a simple piece of development and such a perfect fit to the insights we had around Facebook usage, that it was an easy sell into the business. Implemented in less than one month, it's now one of our biggest digital recharge channels. We're looking to bring more transactional business to Facebook – selling product bundles, mobile content and more in the coming months. The moral of the story is this... anymore you can't expect your customers to drop what they're doing and come to you. Find out where they are naturally congregating and bring your store to them. There are days when we have more traffic to our Facebook page than to our website!

- We (Macys.com) launched the Material Girl line for Madonna's Daughter Lourdes in Fall 2010 and it was an extreme success for the website, stores and participating social networks.

- We utilized a coupon application on our Facebook page. The offer was 40 percent off tickets to one of our home football games by "liking" our page. In the two-week campaign, we generated 660 likes, 228 email opt-in leads, and sold 127 tickets, $2500 in gross revenue. It was the most successful social media revenue-generating tactic we have used.

- Cross marketing has worked very well for us, and helps track the ROI. For example, we posted a contest on a Facebook wall, where the first person who sees the ad and where they saw it wins a prize.

- The use of celebrity Tweeting has done a great deal to increase our online profile and our Web traffic. It's a temporary spike, of course, but the return on investment is big because the effort (getting a celebrity to Tweet about us) is so small.

- Very good results from Slideshare. Huge amount of views and it has helped with SEO (via Slideshare organic results).

- We've developed a contest platform to use in conjunction with company Facebook fans and blogging affiliates. Traffic and sales driven to the site have created a 100 percent ROI within 24 hours.

- We did some advertising on Facebook and found the insights to be very interesting. We ended up having the most success with people that were already fans of industry associations. We made subtle changes each week and recorded all of that.

- We are a heavy content-oriented organization, and automate our syndication to create social buzz. We work very hard to engage through a range of mediums, with both industry figures and potential customers.

- Having a fully functioning Facebook Fan Page is critical. Populate as many of the call-to-action functions as you can, tastefully. Most importantly, post quality content for your audience. Find the nuggets, or better yet, write the nuggets of really appropriate content. End each post with a really engaging question to encourage interaction between yourself and your audience. Talk to them and encourage conversations on your topics. Try to draw in other readers as participants in the dialog. Include in your Facebook posts a link back to a specific post on your blog when also refers to your website. This is an ongoing campaign, not a one-time shot.

- Social media/SEO is only part of one person's job and not always given priority. Tracking the results of the tactics we have used is not a regular process in this company - it needs to be but is not right now.

- We have had a cover photo contest for the past three years. When we added it to Facebook and Twitter in addition to our email campaigns and website, we saw a large increase in submissions. More people became aware of our company and we saw an increase in sales

- Since developing a presence in Twitter almost two years ago, Twitter has been one of the highest referral sources including paid promotion.

- Our buy local program is seeing a huge following on Facebook (over 800 in just eight months). Wall posts direct traffic to website farmer profiles, events, registration, grant information, etc. that has proven itself and now has a permanent place in the campaign's future strategy.

- The greatest results we have seen is in the services we are able to offer our memberships. As a Chamber of Commerce we are able to add value to their membership by promoting them on the social media sites and by being able to link their social media through our website. This is just one more way we are able to help increase business productivity in our community.

- With an integrated social media campaign, we were able to move our position in the search rankings from page three to a page one, position one spot. We did this by posting quality content, using keywords, adding links, blogging and Tweeting about the relevant content and tracking our progress.

- The best result that we have gotten thus far was from a game posted to Facebook. The game consisted of a single, work-related photo with the caption "Find Waldo." The photo was shared with the Page's members along with the message that the first to find the owner of the company

in the picture would get a FREE efficiency upgrade. The efficiency upgrade was free to the customer anyway, but they still responded to this with tremendous passion. From this, we took the lesson that many who are searching through Facebook are just trying to pass some time, so games are highly effective way to cause interaction.

- When we feature a member who is very active in social media (Facebook, Twitter, LinkedIn) in one of our e-newsletter stories or our digital membership magazine, that person shares the story on those same social media pages, which shows the value of that person's membership and also spreads the content we provide to our members.

- By automating the posting of our blog content and Twitter feed to a mostly ignored Facebook page, we were able to grow our fans from 30,000 to almost 200,000 in the past seven months. Our goal is to actively add content and spark discussion on the page to increase our fans to half a million this year.

- For our industry we have achieved some significant results from LinkedIn – over 60 percent of all traffic is due to our efforts on this platform. We have yet to implement and gain the same results on other like Facebook, etc.

- By using the Facebook "share" button we were able to document the success of a special event campaign. Our reach was increased exponentially through the simple call to action to share the information with friends on Facebook. This approach (coupled with social media advertising) increased our followers by 218 percent during the 45 days leading up to the event. This is now the model and standard for future social media marketing efforts for our organization.

- We ran a coupon campaign over the holidays. We offered a coupon on our Facebook page you had to "like" us to get it ... That went well! And was trackable!

- We had success with a multichannel campaign that began with direct mail, included Tweets on Twitter and email marketing to drive followers to YouTube for a video campaign. This campaign was designed to reinforce our brand and company culture while driving attendance at a conference event. Using the variety of strategically timed and developed channels was what made this campaign so successful. Touching each contact in a way they want to be communicated to.

- We've had good luck with viral videos; two of them made the front page of the Jobs section of a major online news provider because of a relationship we had established with the blogger.

- We are creating a year-long unique project that is run internally as a "client paid" engagement and posting the results on company blog and managed blogs. So far it has gained a lot of momentum because of the unique and timely nature of the project with real data to back it up.

- Campaign to increase credibility in a particular domain with a group of customers. Company-branded presentation at a conference had 34 attendees. Posted fully scripted presentation on Slideshare, Tweeted some of the content and added blog entry with embedded presentation. Had over 5,000 views within 24 hours and notified as one of the top viewed presentations that day. Numerous Tweets about it. Conclusion: Achieved more domain credibility that we could have with perhaps 20 presentations on the subject.

- We have yet to achieve that kind of breakthrough, but maybe this year will be different as we gain more experience.

- We have had marvelous success in increased organic page rankings through our membership in a group blog. We post at least once a month, which is a minimal investment of time, yet we receive traffic all month long because other channel members contribute content as well, so there is a steady stream without one person/company bearing the burden. I think this is the future of blogs, grouping like businesses together as a blog forum, so to speak, so that if you have a topic, like home improvement, you have home builders, subcontractors, supply companies, service providers, etc. all contributing content to a common blog. Share the cost and the content burden and get amazing ROI.

- PR, website posts, LinkedIn Group posts, email, all with unique, trackable URL backlinks and AB testing of landing page design have improved traffic, marginally improved lead gen.

- A formal SEO program was launched January 2010 and the results after one year are phenomenal. The science of SEO is important and deserves a dedicated agency to do this.

- Our YouTube uploads have generated a lot of attention and attracted followers to one of our Facebook pages (we have three, based on customer segments). The most popular video was a "you are there" -type segment with 23,000 views and high level of sharing. This was an unexpected hit, not planned campaign.

- We made a comical video about office etiquette and related it to our B2B solution for screening employees. It received almost 7,000 video views in the first days and that was from only one video channel.

- By increasing the quality of Tweets/Facebook messages/LinkedIn posts, we increased clickthrough scores on links within the messages from roughly 15 clicks per message to over 55, and in some cases as high as 250.

- The blog is very popular and getting outstanding feedback (some negative). I do not know if that is extraordinary in the context of the marketing world as a whole, but it IS extraordinary for this organization.

- We run a martial arts school that performs community service. We decided to do an event at the school to help support our local food bank, which was in desperate need. The event was a "non-potluck" – people came to the school and didn't eat together. Instead, attendees donated the food (and money) to the food bank (through us). We announced the event approximately one week in advance. The event went viral on Facebook in our community. We had a terrific turnout, raised far more food and money than we expected, raised our brand and reputation and signed up new students. We did no marketing for the event other than post it on Facebook. Our total marketing budget was a couple of hours of time.

- We raised over a half million dollars on Facebook by replicating donation forms inside Facebook and tracking links back to our website attributed to Facebook.

- We've seen an explosion of online video which allows us to deliver a clear and concise message in a format that is engaging and easy to share. It has been very effective at communicating our core value proposition, driving awareness, and customer success.

- By creating an internal blog platform, we have completely transformed the way our traditional website receives traffic.

- Inclusion of social sharing buttons was low hanging fruit that increased our campaign portfolio with traffic and conversions.

- Providing content that gives true value to our social network delivers the greatest response. We're a homeowner's insurance company. Nothing interesting about our line of business but we can give customers useful tools and content that directly help them and their family.

- We find Facebook brilliant for engaging with customers, sharing info about new products and specials, asking our customers views before buying new ranges etc. It has become like our de facto customer service department as well as valuable marketing.

- Being so new in the space, we are still trying to find our magic tactics! We see a lot of action in forums, which is a socially tricky bridge to gap. We currently advertise and loosely monitor some of these, but it will be interesting to see the metrics at the end of our programs with these sites. We love our brand advocates on Facebook and YouTube and will be interested to complete some outreach and test those waters this year.

- We offered a complete free electronic version of a book to environmental bloggers which generated a significant amount of buzz, publicity for the book, and perhaps most importantly helped to build and reinforce our relationship with top bloggers in this category, a very important one for us.

- A branded blog did extraordinarily well in creating national and international visibility, but much of it was tied to the writer's network development efforts and now we find that it's quickly dissipating since that person left the organization.

- Opened a new plant location, an employee took video of the ceremony, posted to YouTube, gained new employees and more recognition in the area.

- Targeted a very specific audience with a paid Facebook ad, and we reaped more than 300 qualified leads for just over $500.

- We used our blog to promote our auction of a machine to benefit The Stefanie Spielman Fund for breast cancer research. The whole company was involved in building the "Pink" machine. We received a lot of press on the auction, at the trade shows and after the auction. We had a 'Live" auction at the IFAI Show in October and people were also making bids "live" on our blog. We used Twitter throughout the show and bidding process. The winning bid was higher than our published price for the machine. It was a great success for us and for breast cancer research.

- We see that the corporate blog is really successful, also because it is discussing topics in a fairly controversial way. But it makes people discuss and interact. Also, including social sharing buttons

in emails is being picked up more and more. I think, people like the idea that they found valuable content, and "bought" it (by registering to the download form), and can now share "for free" (the social media links point directly to the documents, no registration required anymore).

- Providing a Facebook app for our fund raising efforts has yielded exceptional results financially. Building a social site for our own community of supporters and those affected by Type-1 diabetes has yielded us exceptional results as measured by appreciation by our supporters.

- We implemented a pilot program with a co-op student responsible for managing and moderating our online social media presence and our following on Facebook grew by 22 percent in four months, and 40 percent on Twitter and LinkedIn. We discovered how valuable an immediate response to a prospect can be. Social media has become a potent tool in our marketing arsenal.

- We did a Twitter experiment for six months in 2010, and saw gains in our Web analytics for unique visitors, inbound links, search engine referrals, etc. Our YouTube channel has generated well-qualified sales leads for us.

- Traffic from blog and Facebook page have resulted in doubling the unique visitors to my website. In January of 2011 I had 7,022 unique visitors compared to January 2010 with 3,131. I now receive one call per day from the website where one year ago I received one call every two weeks.

- Having our own YouTube channel extends the reach of our own video channel hosted on our site. The YouTube channel helps attract non customers while our own channel reinforces our cutting-edge website and rich content for support to our existing customers.

- We created our own product video and uploaded it to YouTube and Yahoo Videos. The latter received nearly twice as many visits as YouTube. The combined effort resulted in a 57 percent increase in visitor traffic to the website mentioned in the videos (tool organizer related).

- Social media was used successfully to support the big annual customer event. We have also successfully built a thriving branded community that stands on its own (2 million+ members).

- Unwilling to reveal tactics, but let's just say we matched our target demographic with the appropriate form of social media PERFECTLY. Website traffic peaked with a whopping 135 percent monthly increase!

- I have targeted a very influencer blogger in our industry and developed a strong relationship with him that has resulted in several mentions this year that have a lot of feedback from our customer base.

- A mobile app launch achieved 35% conversion from site visitors which is unheard of for e-commerce - using Facebook, Twitter and blogs to help drive traffic and conversions

- We do well from offering giveaways on our Facebook page and blog. We ask users to complete some action in exchange for a chance to win. We have also done very well with YouTube videos.

- Building one-to-one relationships with bloggers was, by far, the best tactic we used. Sharing revenues with them was the key issue for success.

- We created a very high-value technical content item which we offered on relevant LinkedIn group discussion that generated a high number of leads. On a related note, while the number of leads generated via social media is low compared to other channels, it is #2 in terms of Web form completion rate.

- Our Facebook ad campaign paid huge dividends in fan numbers which has translated into a very large (in the millions) and active group of brand ambassadors. We're now able to get insightful and actionable feedback, as well as, sustaining increases in our fan base from simply keeping these brand ambassadors engaged. We talk to them; they talk to us; plus they tell their friends about us. We're now able to build excitement for new priorities, as well as sustaining priorities, often without having to resort to paid media.

- We use the upgraded version of LinkedIn, to be able to directly email prospects that we otherwise have difficulty accessing. We also find it successful in finding partners to co-present with in webinars, which are our main source of lead generation.

- We stumbled upon customers asking us for stuff on LinkedIn. Then we used LinkedIn and free job postings to advertise for commission only salespeople and got many who brought in their customers. Now actively but secretly doing more in different areas very subtly to start a social media program but not able without full approval so with just marginal use of social media just posting questions and job ads we are doing great gotten over $1M US in business, although that is very little for our organization to take notice. Without even trying!

- Vancouver 2010 Social Media Campaign achieved great lifts in engagement and fans/followers. Social media contest achieved a tenfold lift in Twitter followers (265 to about 2,000) and we more than doubled our connection base during the Olympics (840 fans to about 2,100 fans). LOTS of dialogue, too!

- We held an iPad giveaway for Facebook and Twitter and increased followers over 300 percent on Twitter and 100 percent on Facebook.

- Best results were from a social campaign tied to a product launch on a new platform. We engaged lots of people who really love the brand to spread the word about the launch, generating great traffic, buzz, and a decent number of direct sales.

- We have generated traffic from all forms of social business we have utilized. We appear to have created a greater following through RSS than daily visitors to our site. In three months of live operation we have gone from zero to 20+ daily visitors, including getting to know some of our visitors by name.

- To support an event, we ran a contest where the entries were homemade videos of dancing. Videos were uploaded to YouTube and posted on a website where visitors could vote for their favorite. The contest attracted lots of votes, and the winner was announced and honored at the event.

- It is all about optimizing content tailored to our audiences. We have dissected our friends and the likes across our various social media properties and deliver content that is relevant to each group. It is all about news content optimization.

- We have launched an advertising campaign on Facebook and we were able to get 180,000 fans in nearly one week. The campaign was related with greeting the Spanish Football Team after winning World Cup, and it was launched mainly in Asia countries.

- We were able to increase our Facebook fan base by 700 percent with a "contest" campaign that lasted more than six months.

- Several brokers in our company (real estate) are generating significant percentage of business from social media. I am personally just starting my social media effort, which I intend to aggressively develop this year.

- Facebook advertising has proven effective in building our company's Facebook page from zero to nearly 1M likes in 2010. One specific campaign that we launched was "TGIFreeday" in July 2010 which spurred interest among our subscribers (and even non-subscribers) to keep tabs on our page to find out if we were going to grant them a one-day "free mobile Internet all day" offer on a Friday or not.

- I think our best result has come from our relationships with bloggers and moderators. YouTube is good for getting people to the blogs or to our various home pages, website, blogs, etc. Next most important is our continued efforts to keep good SERPs.

- Lead generation from social profiles is huge, and generally ends up being one of the easiest things to manage.

- We uploaded a video of our end of year business event to YouTube and embedded it on our website. A national newspaper spotted some newsworthy comments made by a government minister and embedded our video on their homepage. The video was watched more than 2,000 times and received wide attention in the press. This would not have been possible if we had used our website's Flash video software.

- We have a very specific niche audience, so we have gotten great engagement on our Facebook page through questions that really speak and connect with the audience, and help the others within that audience.

- We had some integration with our reservation system that fueled user-generated content after a guest experience which then provided a way for the guests to share the content with friends. This benefited us both in the SEO realm and social sharing.

- YouTube videos have been really successful. We had these ready prior to launch - and these have since been embedded into so many different blogs and news articles. Definitely the most important part of our marketing to consumers. The company Facebook page has also been an effective two-way conversation tool with consumers and fans.

- Online video and content strategy is working best for us. We leverage direct response advertising within our content and SEO copywriting, and post condensed versions of our commercial spots on content sharing sites. We track the results (phone calls made to us, online clickthroughs) and have seen our rankings and sales increase as a direct result.

REGULATING EMPLOYEE USE OF SOCIAL MEDIA FOR MARKETING PURPOSES

Q. What is the status of a policy to regulate the use of social media by employees representing your organization?
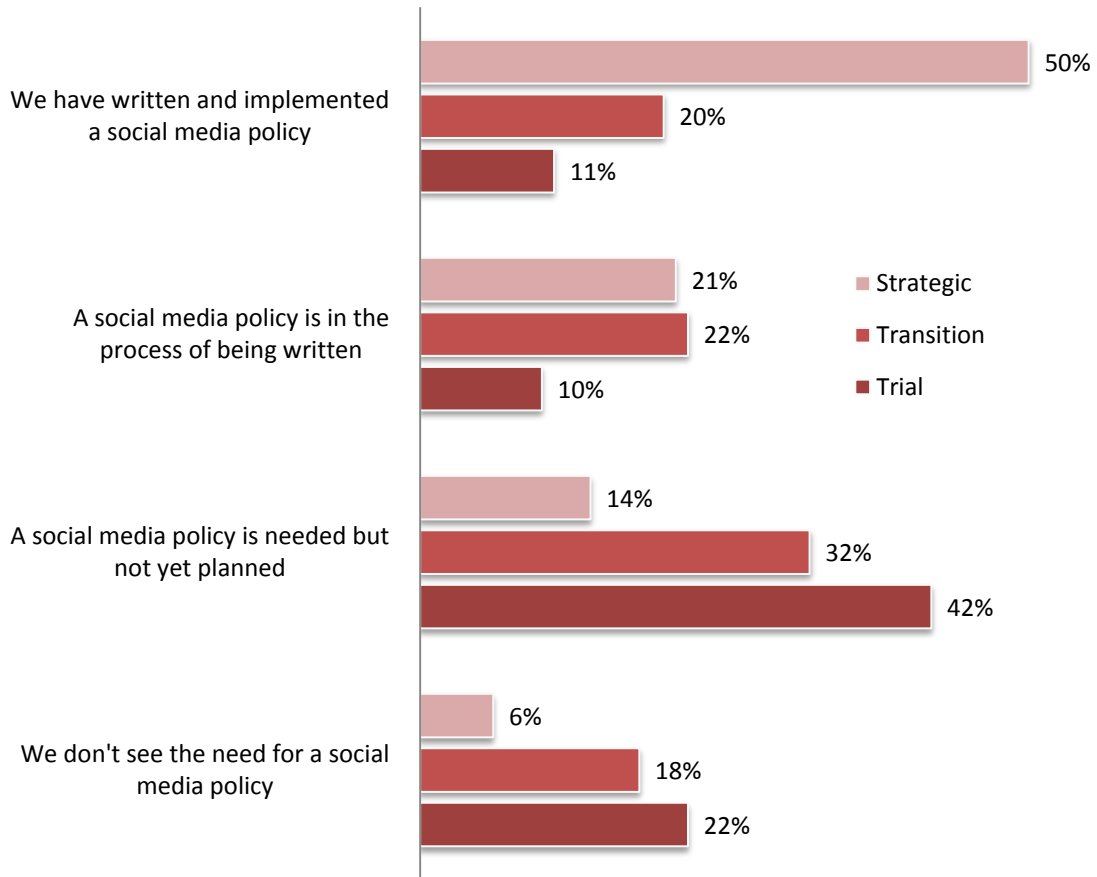
Chart: Organizations need a policy to regulate social media use, but do they have one?
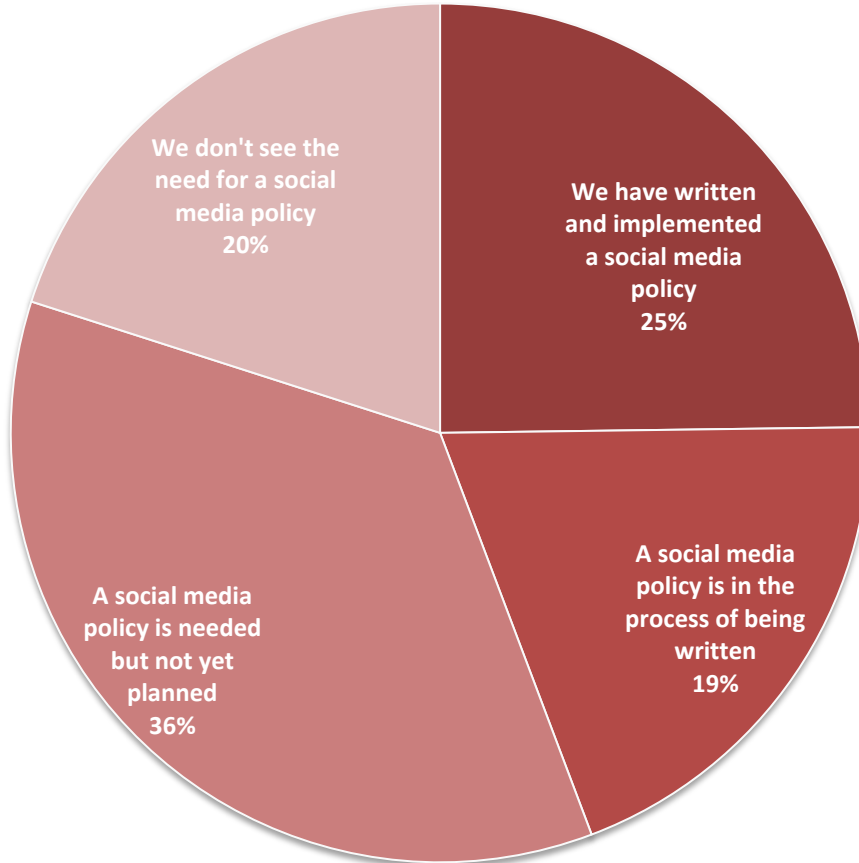
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

A good social media policy encourages employees to take part in promoting your brand online, while serving as a safeguard against tarnishing your organization's reputation or exposing proprietary assets. Yet only one quarter of organizations have written and implemented a social media policy.

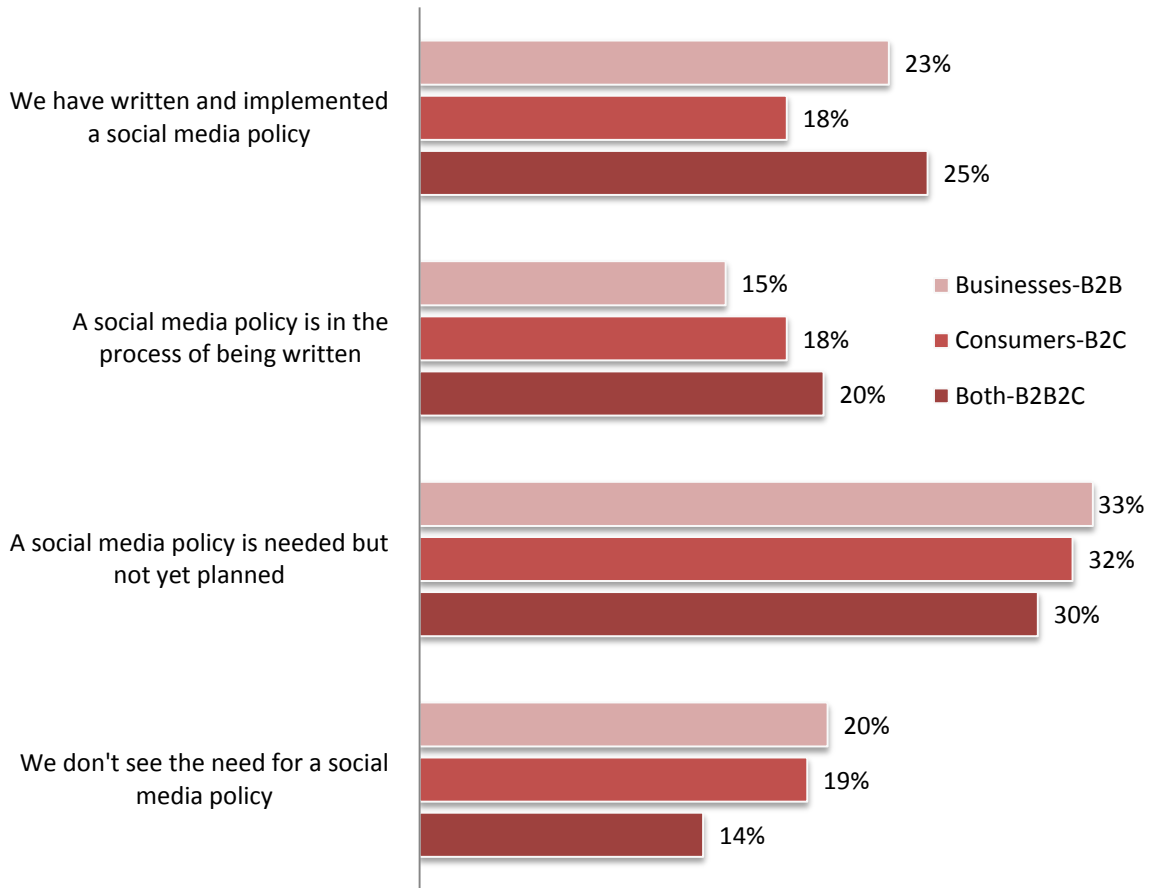**Chart: The status of a policy to regulate use, by social marketing maturity phase**

We have written and implemented a social media policy
- 50%
- 20%
- 11%

A social media policy is in the process of being written
- 21%
- 22%
- 10%

A social media policy is needed but not yet planned
- 14%
- 32%
- 42%

We don't see the need for a social media policy
- 6%
- 18%
- 22%

Legend:
- ■ Strategic
- ■ Transition
- ■ Trial

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Those in the know – the organizations in the Strategic phase of social marketing maturity – are nearly five times more likely to have a social media policy than are organizations in the Trial phase.
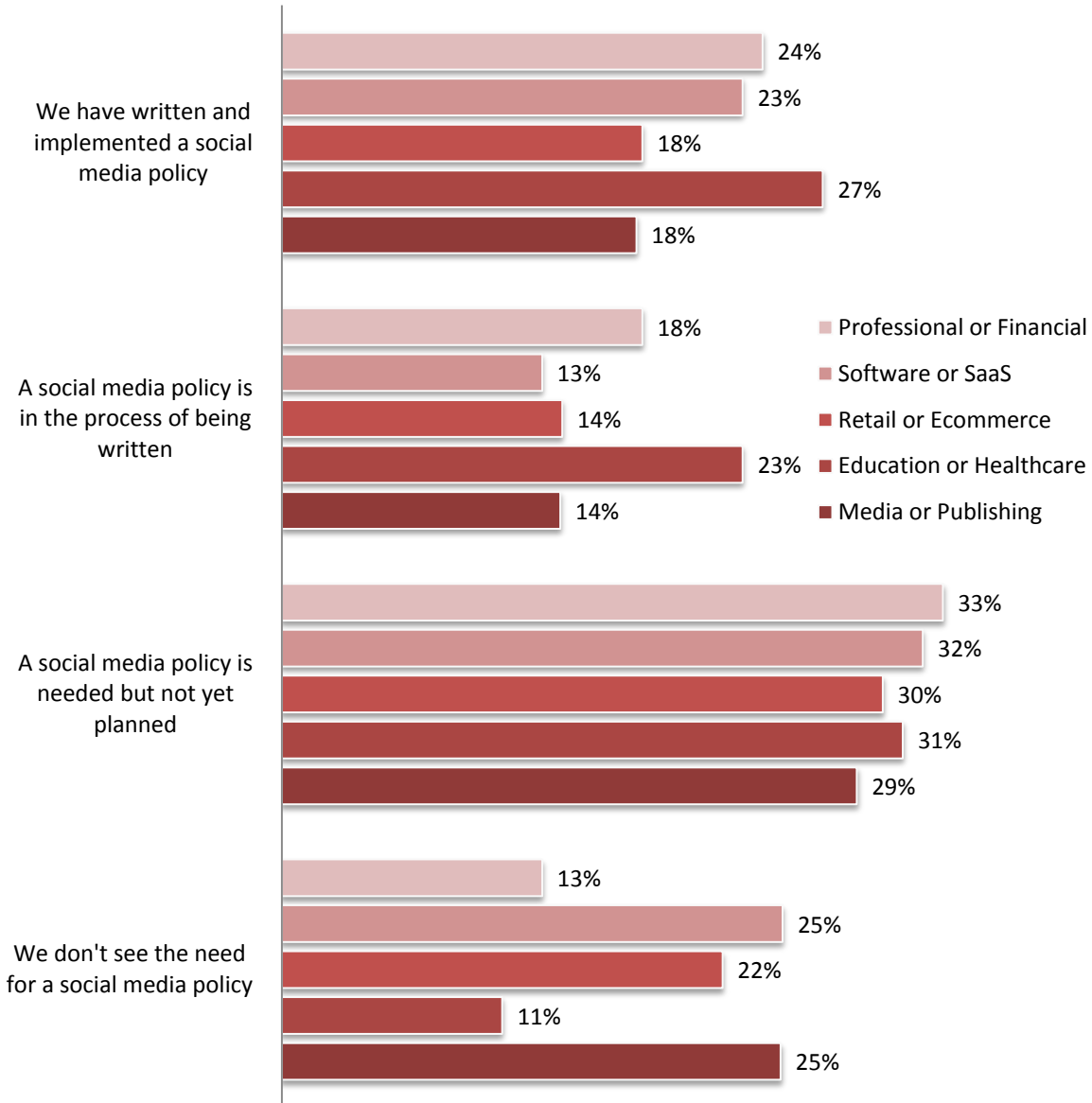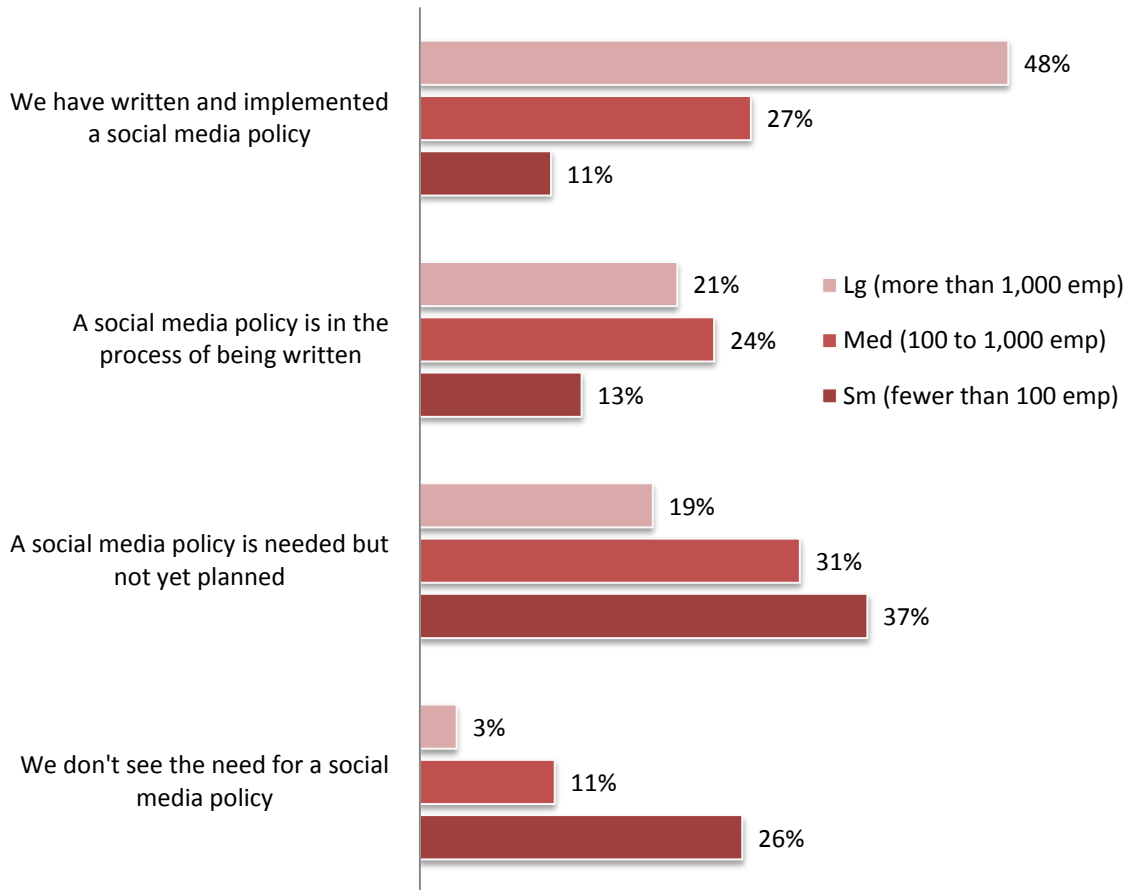
Strategic phase marketers routinely perform a formal process with thorough guidelines, which includes a social media policy, to help them achieve their social marketing objectives. Trial phase marketers have no process and are unlikely to have a social media policy, but 42 percent know they need one.

Chart: The status of a policy to regulate social media use, by primary channel

We have written and implemented a social media policy
- 23%
- 18%
- 25%

A social media policy is in the process of being written
- 15%
- 18%
- 20%

■ Businesses-B2B
■ Consumers-B2C
■ Both-B2B2C

A social media policy is needed but not yet planned
- 33%
- 32%
- 30%

We don't see the need for a social media policy
- 20%
- 19%
- 14%

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Chart: The status of a policy to regulate social media use, by industry

We have written and implemented a social media policy
- 24%
- 23%
- 18%
- 27%
- 18%

A social media policy is in the process of being written
- 18%
- 13%
- 14%
- 23%
- 14%

Legend:
- Professional or Financial
- Software or SaaS
- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

A social media policy is needed but not yet planned
- 33%
- 32%
- 30%
- 31%
- 29%

We don't see the need for a social media policy
- 13%
- 25%
- 22%
- 11%
- 25%

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Which industry sectors are most likely to believe they do not need a social media policy? One of the most surprising sectors is software or software as a service. It is surprising because this sector has a risky combination of software engineers or developers who are privy to the company's proprietary secrets and are inherently likely to participate in technical forums where they may be inadvertently discussing proprietary information with their peers at other organizations.

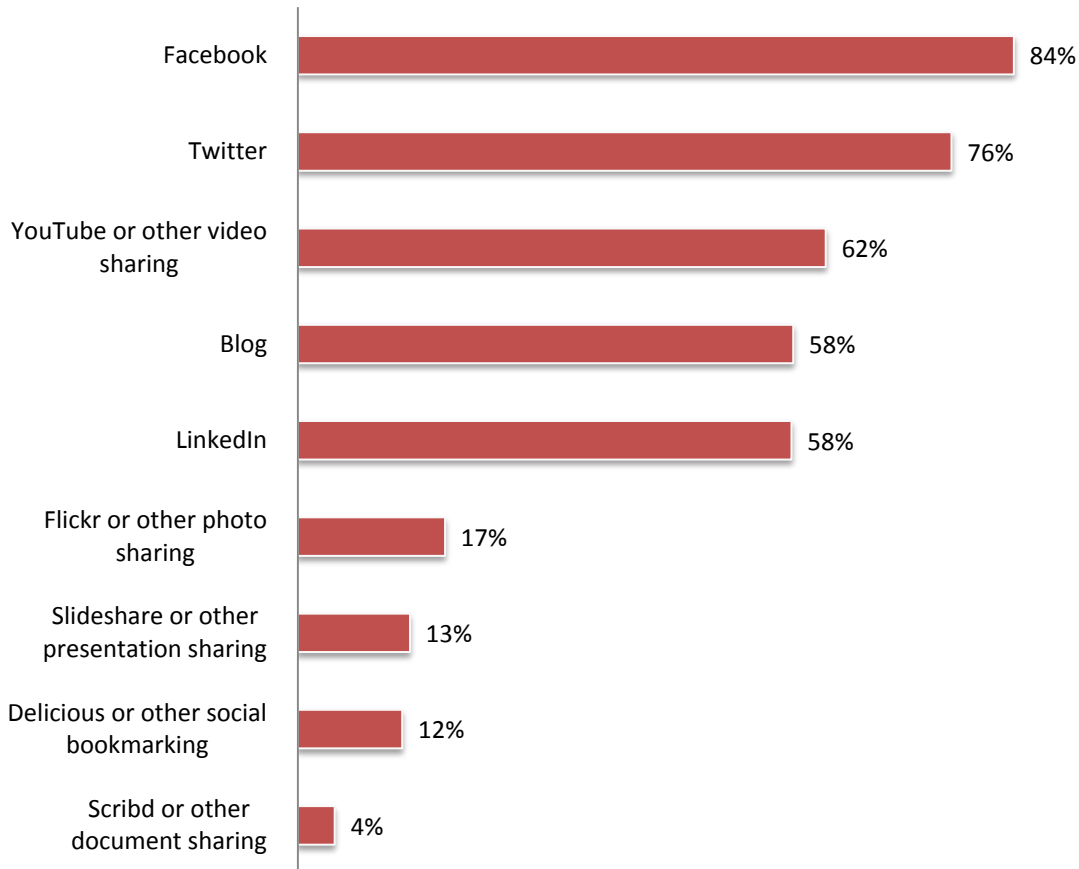**Chart: The status of a policy to regulate social media use, by organization size**

We have written and implemented a social media policy
- 48%
- 27%
- 11%

A social media policy is in the process of being written
- 21%
- 24%
- 13%

Legend:
- ■ Lg (more than 1,000 emp)
- ■ Med (100 to 1,000 emp)
- ■ Sm (fewer than 100 emp)

A social media policy is needed but not yet planned
- 19%
- 31%
- 37%

We don't see the need for a social media policy
- 3%
- 11%
- 26%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

The larger the organization, the more likely they are to have a written social media policy in place. This is a double-edged sword because larger organizations are also more likely to have legal departments, and are likely to draft a social media policy that may impede sharing any type of information, which could discourage employee participation.

SOCIAL MEDIA PLATFORMS USED FOR EXECUTING TACTICS

Q. Which of the following popular social media platforms did your organization use for marketing purposes in 2010?
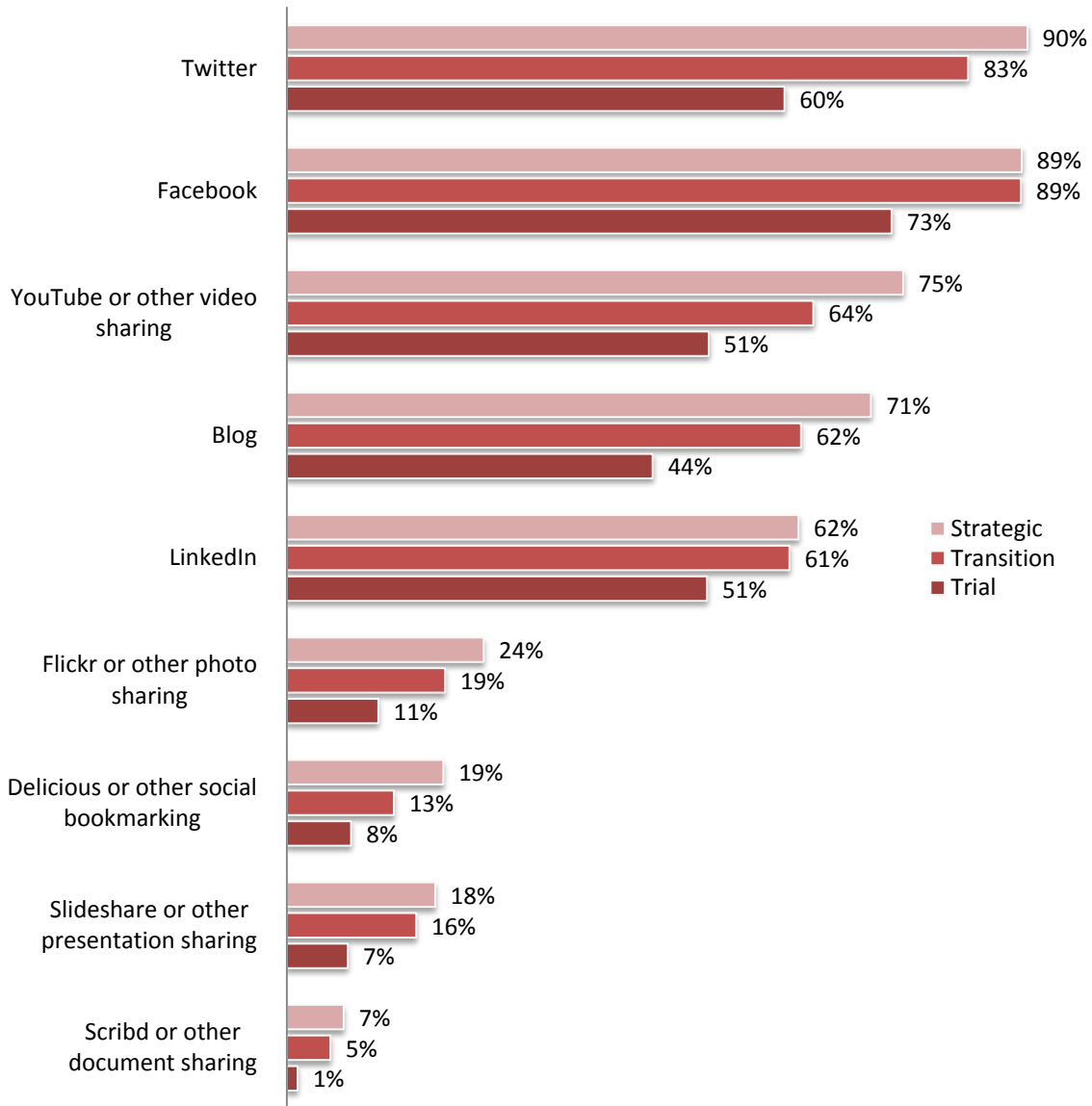
Chart: Percent organizations using social media platforms for marketing purposes

Platform	Percent
Facebook	84%
Twitter	76%
YouTube or other video sharing	62%
Blog	58%
LinkedIn	58%
Flickr or other photo sharing	17%
Slideshare or other presentation sharing	13%
Delicious or other social bookmarking	12%
Scribd or other document sharing	4%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

This chart shows the share of organizations using the most popular social media brands or platforms. But keep in mind these platforms are ranked by usage, not effectiveness. While most organizations use Facebook and Twitter, this does not mean these platforms are the best solutions for achieving their social marketing objectives. Your choice and prioritization of platforms should depend on how they will fit into your strategy, not which brands are currently generating the most hype.

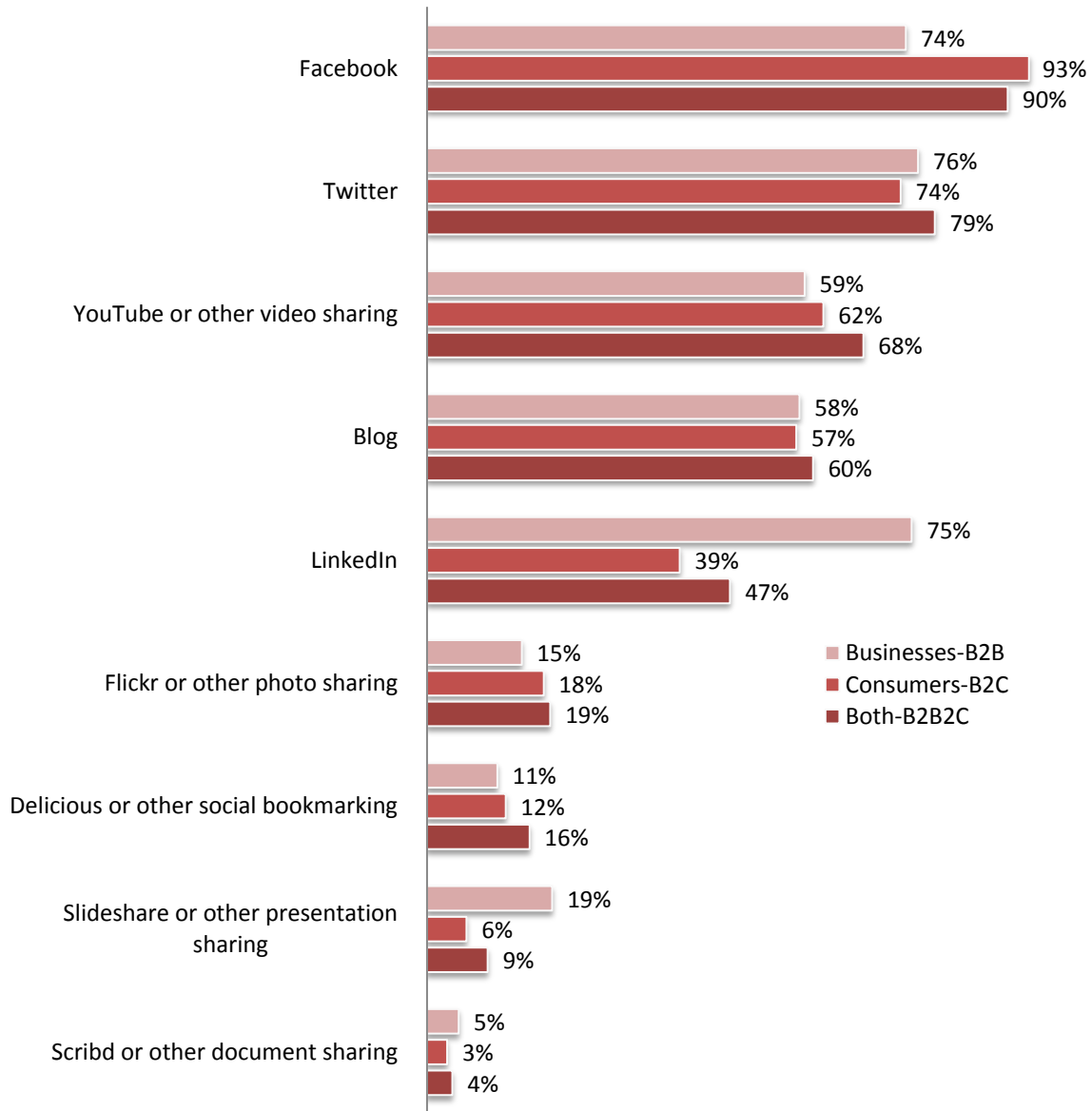**Chart: Platforms used for marketing purposes, by social marketing maturity phase**

Platform	Strategic	Transition	Trial
Twitter	90%	83%	60%
Facebook	89%	89%	73%
YouTube or other video sharing	75%	64%	51%
Blog	71%	62%	44%
LinkedIn	62%	61%	51%
Flickr or other photo sharing	24%	19%	11%
Delicious or other social bookmarking	19%	13%	8%
Slideshare or other presentation sharing	18%	16%	7%
Scribd or other document sharing	7%	5%	1%

Legend: ■ Strategic ■ Transition ■ Trial

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

The website has become the hub of the marketing strategy for many organizations. For organizations in the more advanced phases of social marketing maturity, the blog has taken its place next to the website, becoming the hub and key platform in the social marketing strategy. Other social platforms serve as spokes around the hub, engaging and directing constituents into the website and blog for content and conversion.

"We have had extraordinary results with LinkedIn and our blog. The blog itself has increased our organic traffic by about 200 percent. We post links to our blog from LinkedIn, which drives a large amount of traffic to our blog. It's also important not to simply talk about yourself, but to talk about the industry at large. You gain a larger following that way." - Marketer insight on social platform use

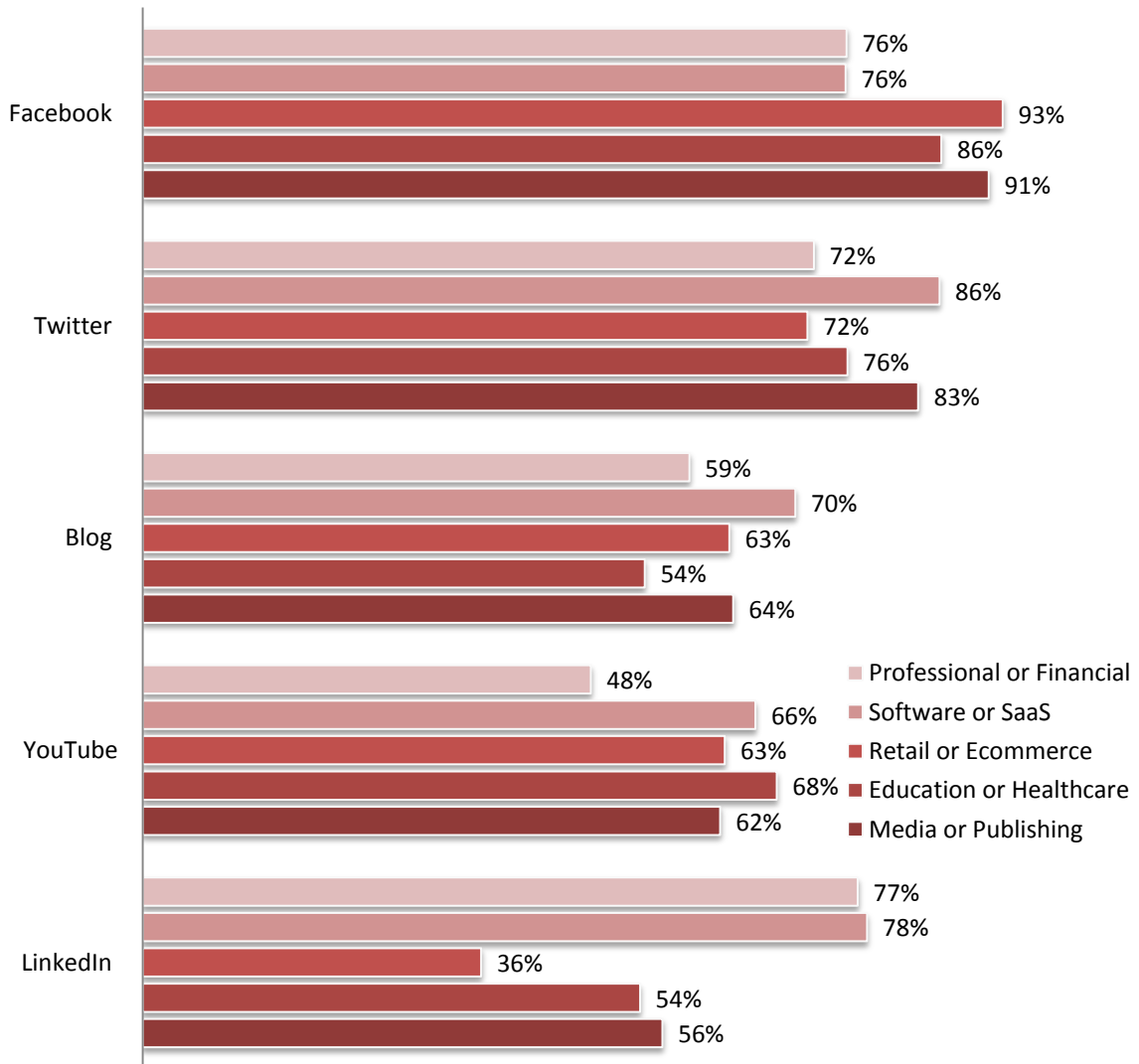**Chart: Social media platforms used for marketing purposes, by primary channel**

Platform	Businesses-B2B	Consumers-B2C	Both-B2B2C
Facebook	74%	93%	90%
Twitter	76%	74%	79%
YouTube or other video sharing	59%	62%	68%
Blog	58%	57%	60%
LinkedIn	75%	39%	47%
Flickr or other photo sharing	15%	18%	19%
Delicious or other social bookmarking	11%	12%	16%
Slideshare or other presentation sharing	19%	6%	9%
Scribd or other document sharing	5%	3%	4%

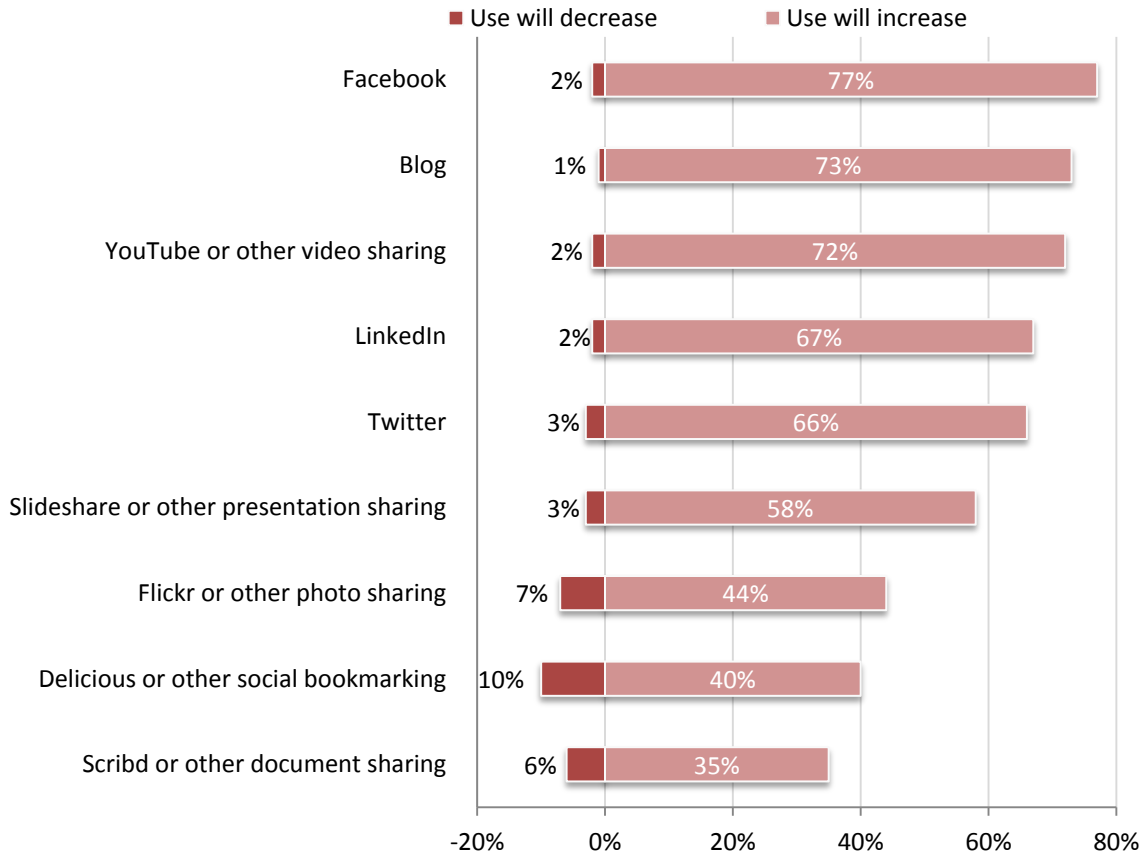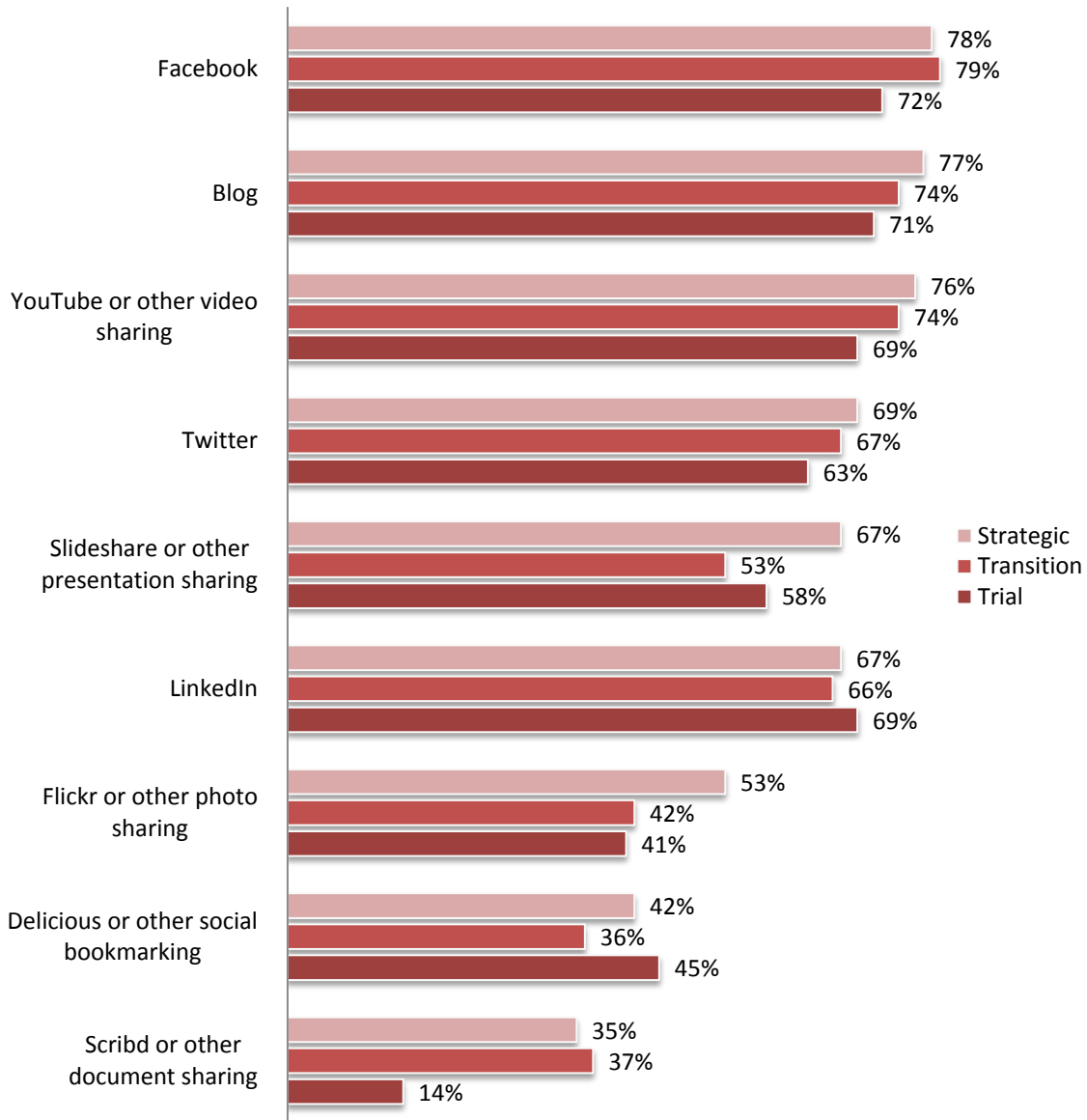Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

B2B marketers are split between Facebook and LinkedIn as their social network platform of choice. But not so with B2C marketers who have a clear preference for Facebook.

PowerPoint presentations are a popular method for communicating marketing and sales ideas in the business channel. As a result, B2B marketers are much more likely than B2C to use Slideshare and other presentation sharing platforms.

"SlideShare is generating hundreds of leads and we are integrating them into our demand generation program and our lead scoring and lead routing architecture." - Marketing insight on social platform use

Chart: Social media platforms most often used for marketing purposes, by industry

Facebook
- 76%
- 76%
- 93%
- 86%
- 91%

Twitter
- 72%
- 86%
- 72%
- 76%
- 83%

Blog
- 59%
- 70%
- 63%
- 54%
- 64%

YouTube
- 48%
- 66%
- 63%
- 68%
- 62%

LinkedIn
- 77%
- 78%
- 36%
- 54%
- 56%

Legend:
- Professional or Financial
- Software or SaaS
- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

The retail or e-commerce, education or healthcare, and media or publishing sectors are more likely to use Facebook than LinkedIn, while the professional or financial and software or software as a service sectors are as likely to use one platform as the other.

Chart: Social media platforms used for marketing purposes, by organization size
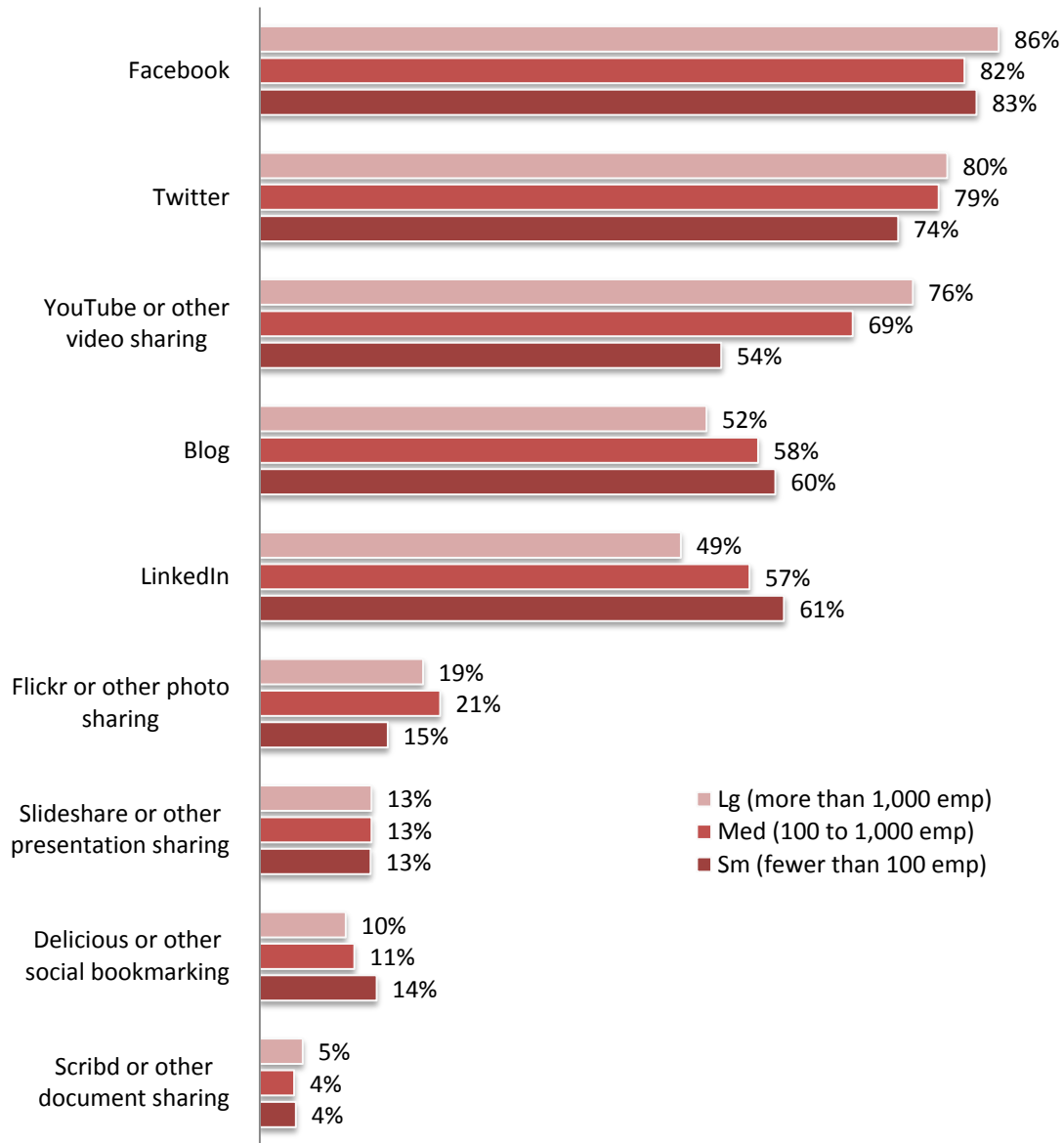
Platform	Lg (more than 1,000 emp)	Med (100 to 1,000 emp)	Sm (fewer than 100 emp)
Facebook	86%	82%	83%
Twitter	80%	79%	74%
YouTube or other video sharing	76%	69%	54%
Blog	52%	58%	60%
LinkedIn	49%	57%	61%
Flickr or other photo sharing	19%	21%	15%
Slideshare or other presentation sharing	13%	13%	13%
Delicious or other social bookmarking	10%	11%	14%
Scribd or other document sharing	5%	4%	4%

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

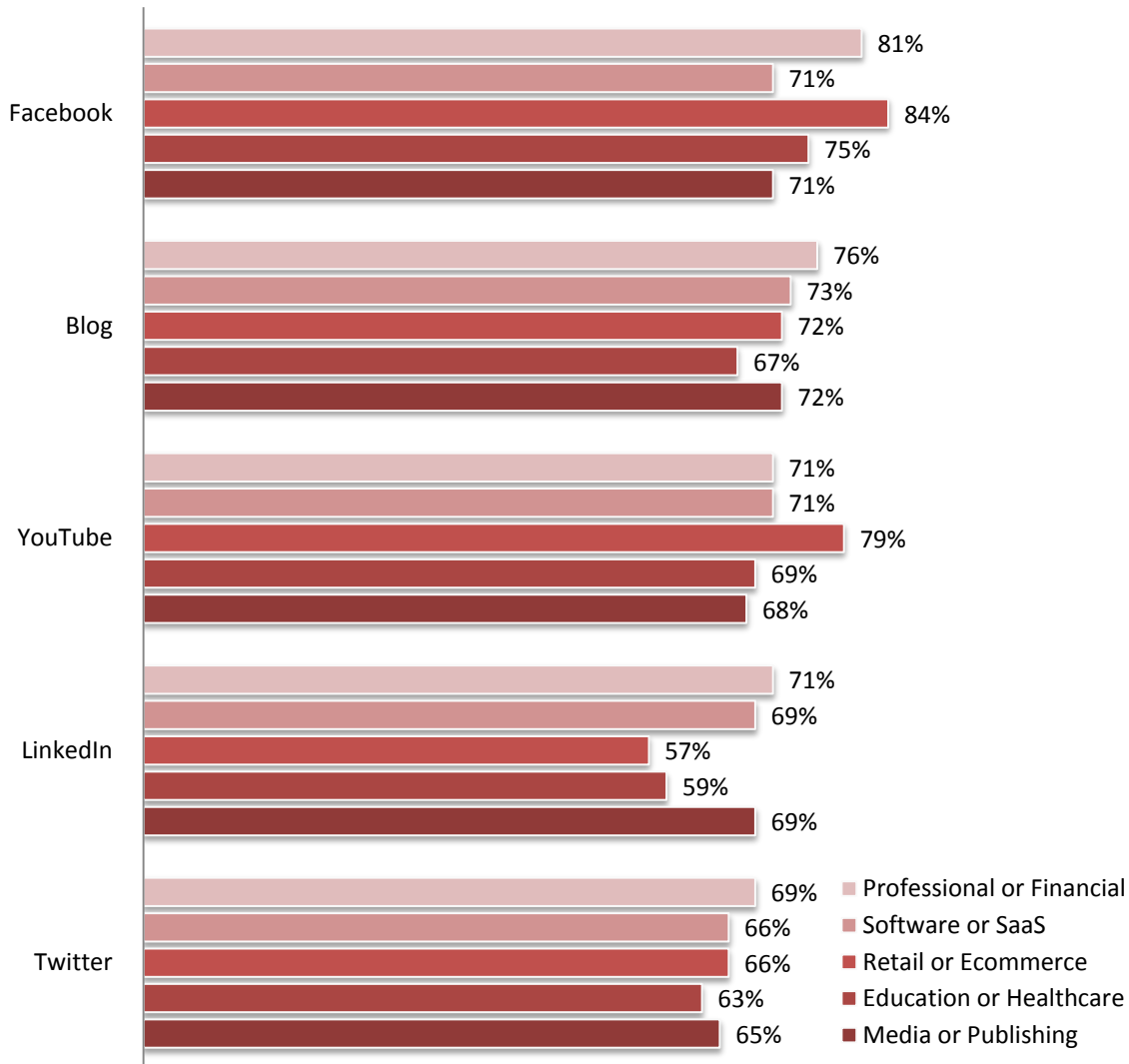## CHANGES IN PLATFORMS USED FOR MARKETING PURPOSES

Q. Based on the marketing effectiveness of social media platforms used by your organization in 2010, how will the use of these platforms change in 2011?

Chart: The use of social media platforms for marketing purposes continues to increase

■ Use will decrease   ■ Use will increase

Platform	Use will decrease	Use will increase
Facebook	2%	77%
Blog	1%	73%
YouTube or other video sharing	2%	72%
LinkedIn	2%	67%
Twitter	3%	66%
Slideshare or other presentation sharing	3%	58%
Flickr or other photo sharing	7%	44%
Delicious or other social bookmarking	10%	40%
Scribd or other document sharing	6%	35%

-20%   0%   20%   40%   60%   80%

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Based on the effectiveness of social platforms used during the previous year, marketers are dramatically increasing their use of most social platforms in 2011.

Competition, mergers and acquisitions between social platforms is also changing the brand landscape and affecting usage. For example, in the social bookmarking space, Google Bookmarking is courting Delicious users by launching an importer tool, while Yahoo! is in the process of selling the Delicious platform brand.

Chart: Organizations increasing the use of platforms, by social marketing maturity phase

Platform	Strategic	Transition	Trial
Facebook	78%	79%	72%
Blog	77%	74%	71%
YouTube or other video sharing	76%	74%	69%
Twitter	69%	67%	63%
Slideshare or other presentation sharing	67%	53%	58%
LinkedIn	67%	66%	69%
Flickr or other photo sharing	53%	42%	41%
Delicious or other social bookmarking	42%	36%	45%
Scribd or other document sharing	35%	37%	14%

■ Strategic
■ Transition
■ Trial

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Chart: Organizations increasing the use of social media platforms, by primary channel
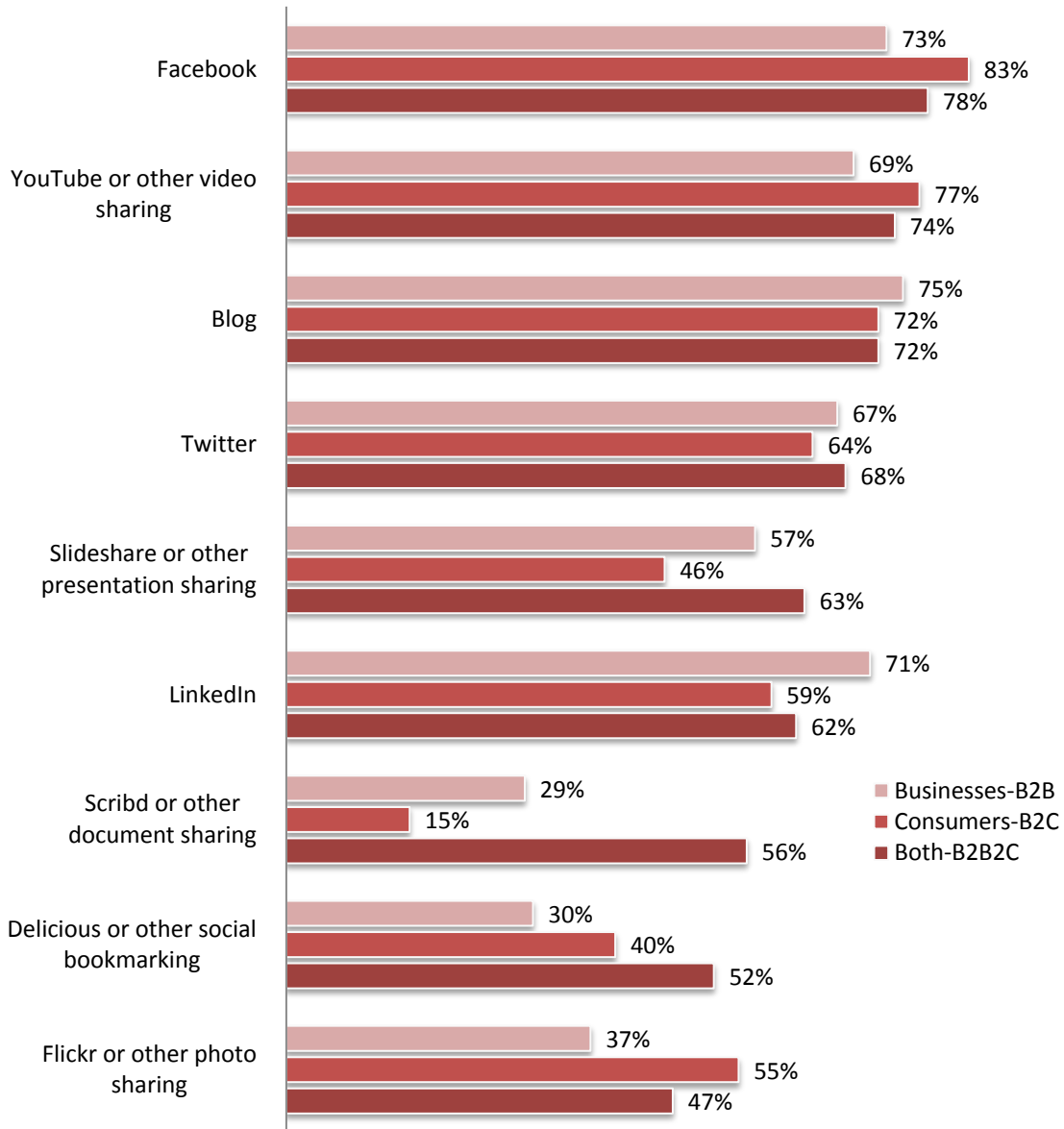
Platform	Businesses-B2B	Consumers-B2C	Both-B2B2C
Facebook	73%	83%	78%
YouTube or other video sharing	69%	77%	74%
Blog	75%	72%	72%
Twitter	67%	64%	68%
Slideshare or other presentation sharing	57%	46%	63%
LinkedIn	71%	59%	62%
Scribd or other document sharing	29%	15%	56%
Delicious or other social bookmarking	30%	40%	52%
Flickr or other photo sharing	37%	55%	47%

■ Businesses-B2B
■ Consumers-B2C
■ Both-B2B2C

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Organizations marketing to consumers through intermediary channels (B2B2C) are discovering the value of sharing documents with their intermediary partners through Scribd and other document sharing platforms. As a result, the use of this platform by B2B2C marketers will increase significantly more in 2011 than by organizations marketing directly to consumers.

Chart: Organizations increasing the use of top social media platforms, by industry

Facebook
- 81%
- 71%
- 84%
- 75%
- 71%

Blog
- 76%
- 73%
- 72%
- 67%
- 72%

YouTube
- 71%
- 71%
- 79%
- 69%
- 68%

LinkedIn
- 71%
- 69%
- 57%
- 59%
- 69%

Twitter
- 69%
- 66%
- 66%
- 63%
- 65%

■ Professional or Financial
■ Software or SaaS
■ Retail or Ecommerce
■ Education or Healthcare
■ Media or Publishing

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

"As with all marketing vehicles, the effectiveness of social media depends on the effort you put into it, from casting your net into the social waters to getting them into the boat with effective landing pages. The biggest challenge is working with other internal shareholders whose understanding of social media is limited to what they read in magazines and see on TV. People want to jump on a new platform without understanding its effectiveness - or value to the organization's marketing effort, i.e. you can shoot and post a cute video, but is it worth the time, effort and cost if it is not somehow optimized to convert? Same goes for all social platforms." - Marketer insight on social platform use

Chart: Organizations increasing the use of social media platforms, by organization size
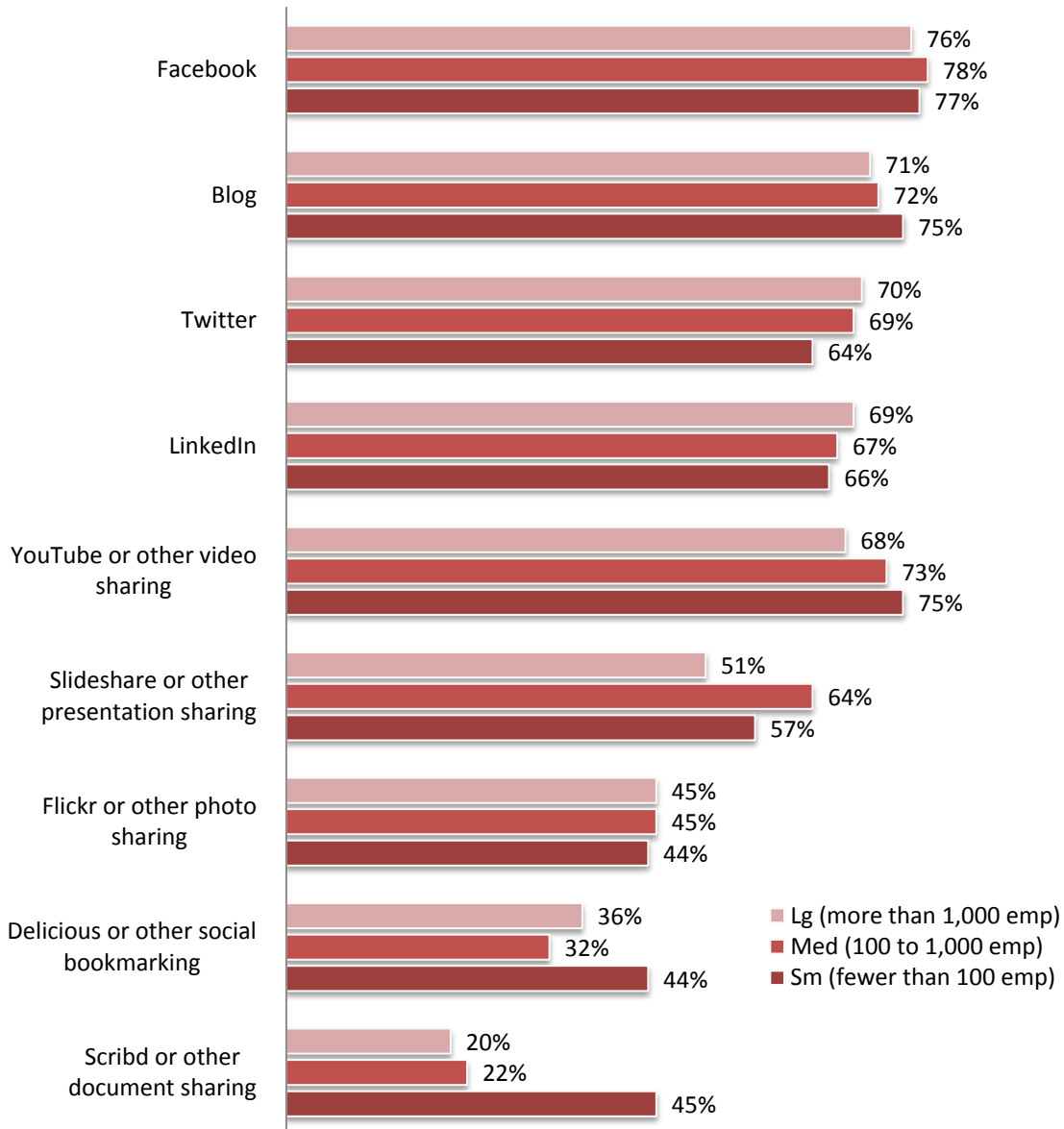
Platform	Lg (more than 1,000 emp)	Med (100 to 1,000 emp)	Sm (fewer than 100 emp)
Facebook	76%	78%	77%
Blog	71%	72%	75%
Twitter	70%	69%	64%
LinkedIn	69%	67%	66%
YouTube or other video sharing	68%	73%	75%
Slideshare or other presentation sharing	51%	64%	57%
Flickr or other photo sharing	45%	45%	44%
Delicious or other social bookmarking	36%	32%	44%
Scribd or other document sharing	20%	22%	45%

Legend:
- ■ Lg (more than 1,000 emp)
- ■ Med (100 to 1,000 emp)
- ■ Sm (fewer than 100 emp)

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

The least popular platforms, like social bookmarking and document sharing, are more popular with smaller organizations than they are with larger ones. Less complex marketing situations may enable smaller organizations to use or experiment with a wider variety of platforms.

Marketer insights on platforms used to produce an extraordinary result

Q. If your organization has achieved an extraordinary result by using one of the social media platforms, please briefly describe the campaign strategy and tactics.

- Videos seem to be very popular ... we are putting a short video at the top of most of our website page and pushing the text below that, should people want to read for details. We are finding that most people like to look at the videos and that is enough to get them to contact us.

- We use the blog area to archive items I don't have a place for otherwise; also serves as a way to find info for our annual report in another year. Blog is also used to help partners promote their events/grants/needs.

- LinkedIn has created many leads. YouTube allows multimedia messaging and rich customer experience. Slideshare has allowed content sharing.

- I write three blogs per week and my marketing blogs have received attention from some great sites with link backs. I have been a guest blogger on Women Entrepreneur and the National S.C.O.R.E. sites. I have more than 100 blogs published online as articles.

- YouTube videos ready at time of product launch, generated more interest than our "media release" and product photos.

- We have several brands, and we launched all Facebook profiles at one time. It's been interesting to watch the fans segment themselves into various groups. Some brands are significantly more active on Facebook than others, and it is the brands nobody expected! Truly invaluable consumer insight!

- Viewers love videos. We run a "Film Friday" special where we feature one film that our video team produced during the week exploring one of our programs/tools/etc. Users love these. We had a staffing change and "Film Friday" was dropped for a few weeks. Users actually started Tweeting and Facebook-ing us, asking what happened to Film Friday. Video Views are always higher for videos that we've featured on Film Friday. Of course, the clicks are also helpful with traffic analytics.

- Our CEO Blog has been extremely successful. We've received comments from customers, partners and phone calls from competitors about the content of the CEO Blog. When your competitors call, you know it's being monitored and is having an effect.

- Our best results were using our own website, overlaying social (voting, sharing) with social offers (such as, "share with 5 friends and get a coupon").

- Facebook has by far yielded the best results as we booked more than $1MM of business over 18 months from leads generated by Facebook.

- LinkedIn has worked the best for us. We have a group, which today has quite a few members. We have managed to initiate a lot of discussions around various topics, connect with relevant people and generated the maximum number of leads from this network. Leads which finally converted to sales.

- We have eleven branded Facebook pages all with at least 3,000 fans and that continues to rise weekly. We don't "Web-vertise" using our status updates; we engage our fans and provide links to our blog that has increased our Web traffic by 20 percent each quarter.

- My Blog has been responsible for driving 60-75 percent of all traffic to the website where prior to Feb. 2010 the driver was several article directory sites.

- LinkedIn has positioned us with the appropriate parties to initiate communication about our services.

- Cold leads are generated through Twitter competitor searches, LinkedIn groups and Facebook searches, while YouTube has been a great way to expand our association with key partners.

- During January and February, our ring Valentine's Day campaign was affected primarily because of the advertising we did on Facebook.

- LinkedIn main groups: One grew from 9K to 25K members, and the other started in May 2010 and ended the year at 15K members

- We created a product video using nothing but still shots, PowerPoint slides and free music. When uploaded to YouTube and Yahoo! Videos, the two of the videos combined generated a 57 percent increase in website traffic.

- Our blog is our base and we use Twitter, Facebook and YouTube to send people to our blog, so they can find out about us and our products.

- We pushed out a YouTube channel to our various constituencies via email, Facebook and Twitter. The video received more views than we anticipated, reaching beyond our core audiences, and was somewhat viral.

- On YouTube, a project called "Canada's Greatest Summer Job" produced a lot of great products from across national parks with students producing video productions. The five top products are touring with the Banff Film Festival tour.

- We have just started to use the premium features on LinkedIn to generate C-level contacts at potential business customers. Initial results look very promising.

- SlideShare is generating hundreds of leads and we are integrating them into our demand generation program and our lead scoring and lead routing architecture.

- We recently updated our blog with new articles and promoted it free on social media sites and bookmarking sites. The results were excellent. It just shows that writing good content and promoting the content is very important to get good results.

- We've found YouTube to be an amazing source of qualified leads despite the gut feeling we had, that people browsing YouTube were not. Of all website visitors arriving from YouTube to our website, 30 percent of them convert (download our product)!

- We have had extraordinary results with LinkedIn and our blog. The blog itself has increased our organic traffic by about 200 percent. We post links to our blog from LinkedIn, which drives a large amount of traffic to our blog. It's also important not to simply talk about yourself, but to talk about the industry at large. You gain a larger following that way.

- We ran a contest and Facebook ads for one of the business units that increased the fan base threefold. We have done some back-end analysis and found that the customers engaged on Facebook were our most loyal. We can look to this engaged base to introduce new products, offers and ideas.

- A YouTube link was featured throughout our website during a major emergency; this resulted in video views of 670,000 in one day with resulting revenue of £44,000 for the appeal. News update video completed within 2 hours of the emergency, the result was that journalists and public had fast access to what was happening on the ground.

- Since we are primarily active in European markets I find Xing very useful for networking purposes.

- As with all marketing vehicles, the effectiveness of social media depends on the effort you put into it, from casting your net into the social waters to getting them into the boat with effective landing pages. The biggest challenge is working with other internal shareholders whose understanding of social media is limited to what they read in magazines and see on TV. People want to jump on a new platform without understanding its effectiveness, or value to the organization's marketing effort, i.e. you can shoot and post a cute video, but is it worth the time, effort and cost if it is not somehow optimized to convert? Same goes for all social platforms.

CHAPTER 6: SOCIAL MEDIA INTEGRATION AND THE IMPACT ON INBOUND MARKETING

Integration: When the whole is greater than the sum of its parts. Integrating social media with other marketing tactics is about finding synergies and exploiting these relationships.

TO WHAT EXTENT ARE MARKETERS INTEGRATING SOCIAL MEDIA?

Q. To what extent does your organization integrate social media into the marketing mix?

Chart: Organizations integrating social media into the marketing mix
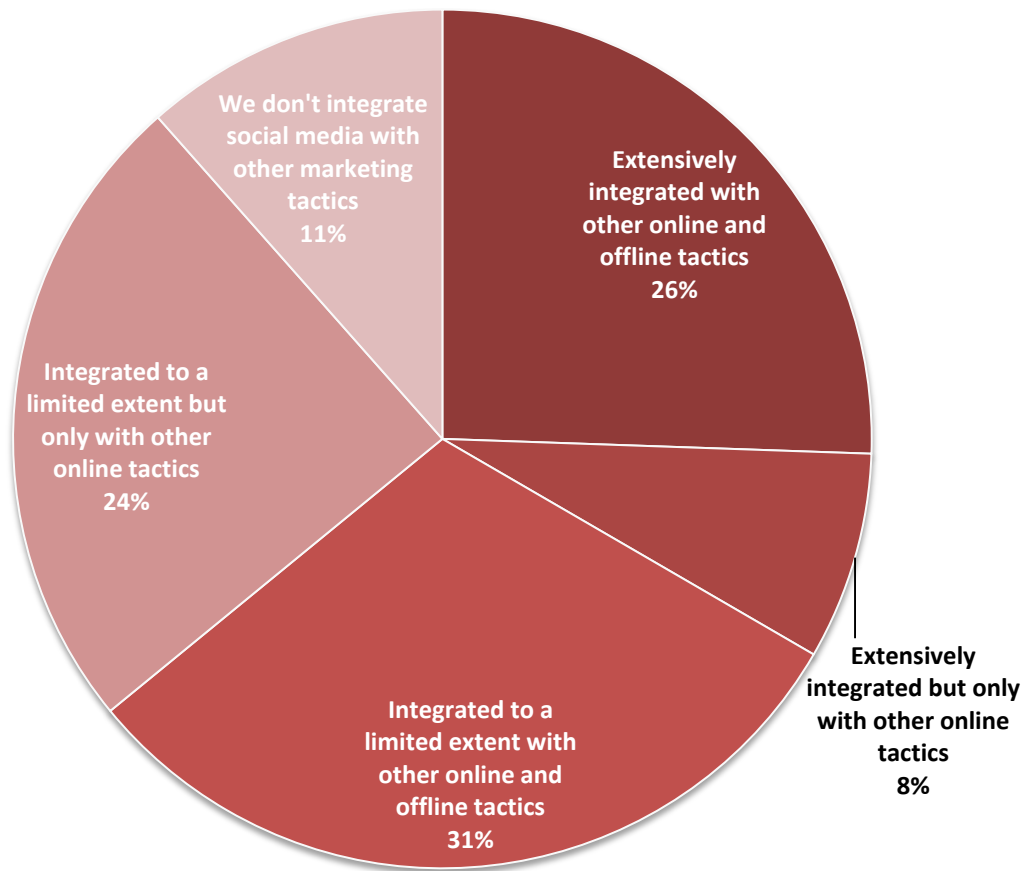
We don't integrate social media with other marketing tactics
11%

Extensively integrated with other online and offline tactics
26%

Integrated to a limited extent but only with other online tactics
24%

Extensively integrated but only with other online tactics
8%

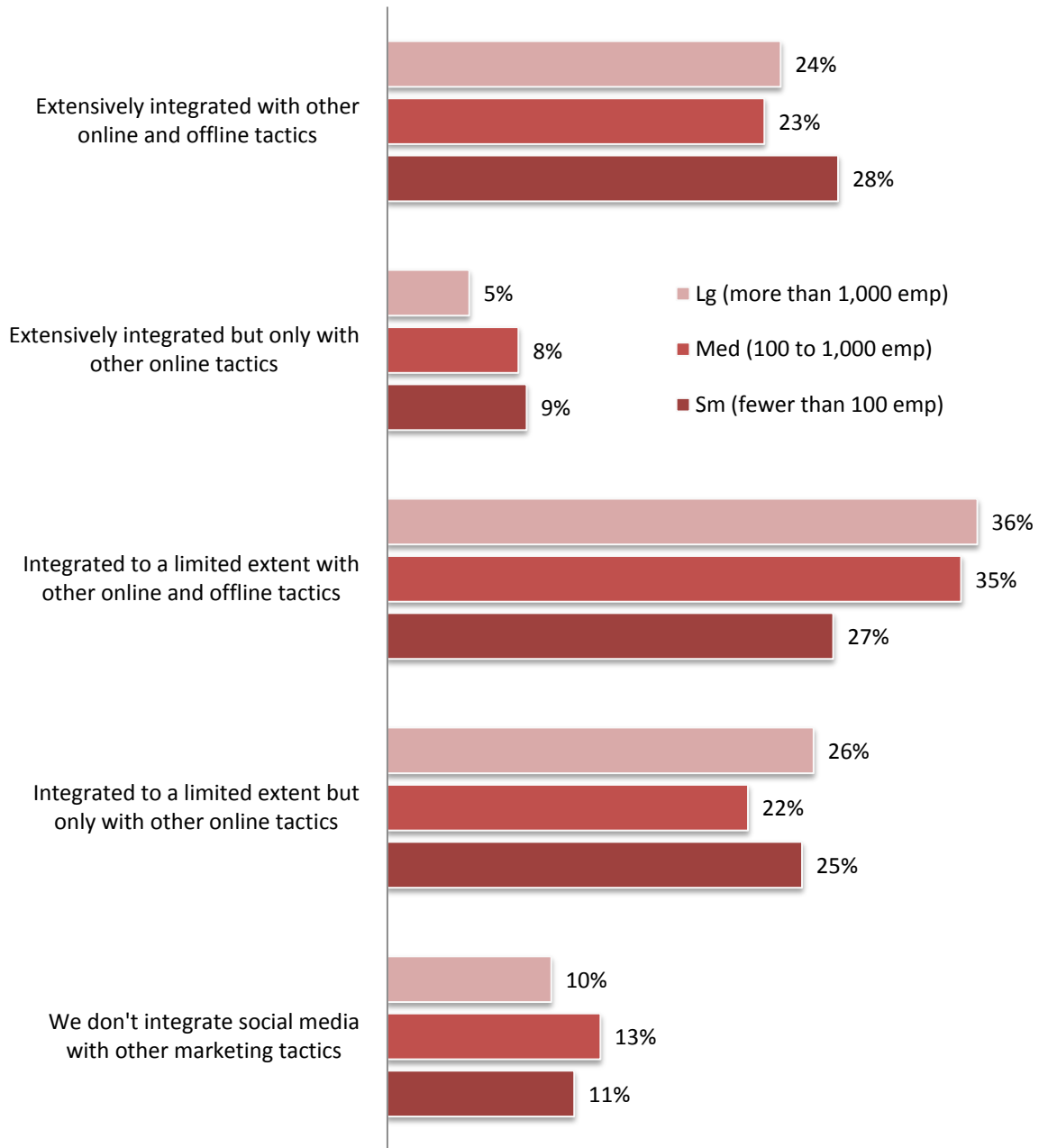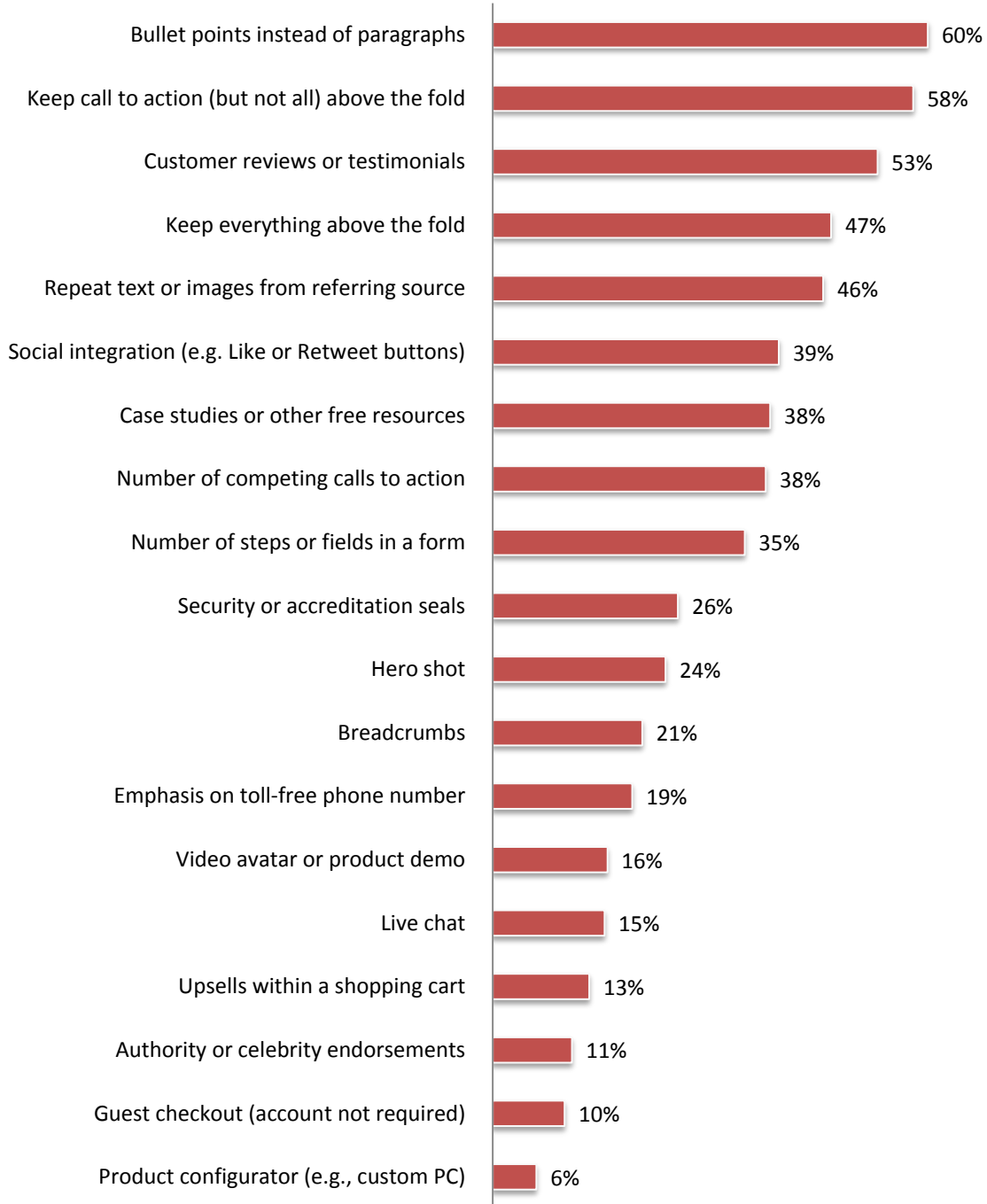Integrated to a limited extent with other online and offline tactics
31%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=3,342

Full and extensive integration is another way of saying that all touch points are being used. But doing this is easier said than done, as the chart above indicates. Only one quarter of organizations surveyed were extensively integrating social media with both online and offline tactics, with an additional 31 percent working towards this state. Marrying social media – an online tactic – with other online tactics was much more achievable to varying degrees for 32 percent of organizations.

Chart: How organizations are integrating social media, by social marketing maturity phase
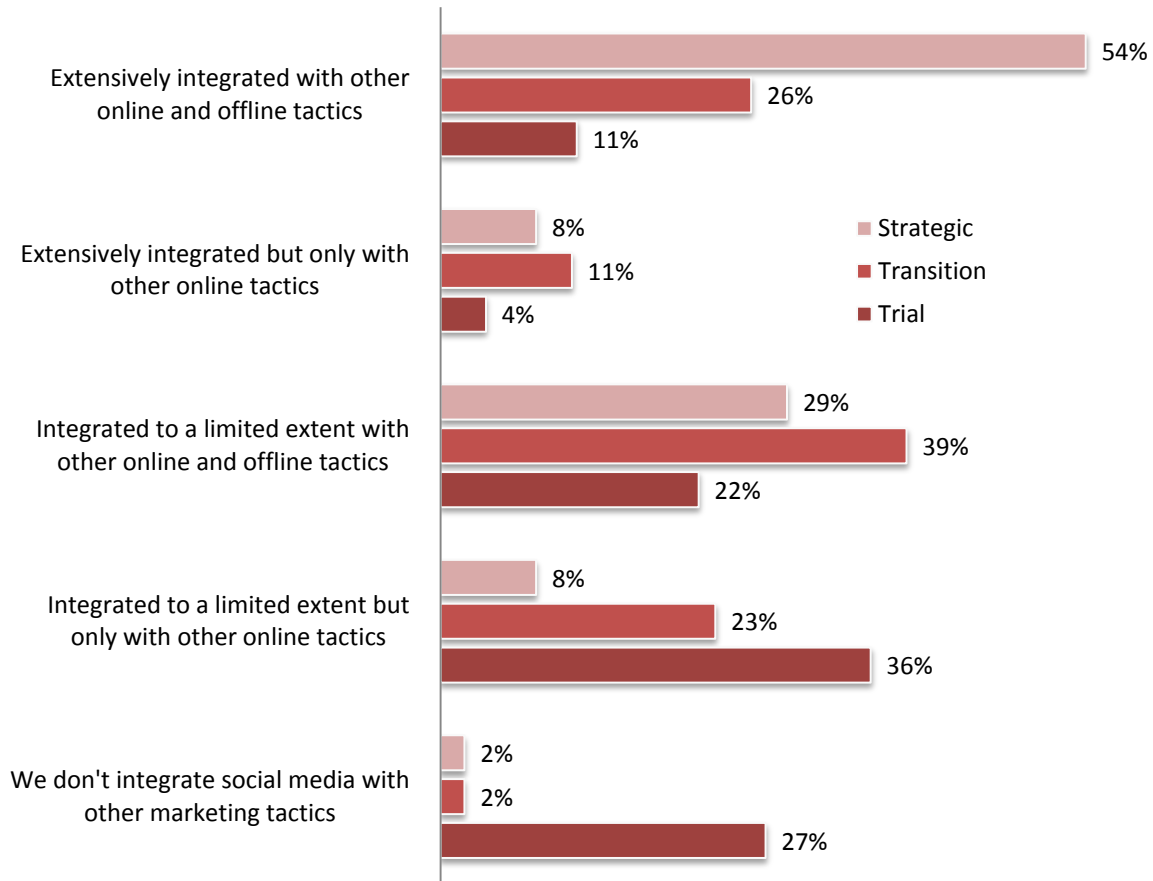
Extensively integrated with other online and offline tactics
- 54%
- 26%
- 11%

Extensively integrated but only with other online tactics
- 8%
- 11%
- 4%

Legend:
- Strategic
- Transition
- Trial

Integrated to a limited extent with other online and offline tactics
- 29%
- 39%
- 22%

Integrated to a limited extent but only with other online tactics
- 8%
- 23%
- 36%

We don't integrate social media with other marketing tactics
- 2%
- 2%
- 27%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=3,342

Strategic organizations, or those with a formalized planning process for the management and execution of social media practices, have a strong lead on other organizations when it comes to extensively integrating social media with online and offline tactics. The next degree down – limited integration with other online and offline tactics – is marked by the highest and second highest concentration of Transition and Strategic organizations respectively. This makes sense, as those organizations in transition are working towards extensive integration across all tactics … but are not quite there. In a similar vein, the Strategic organizations are in the same boat; they are just moving out of that phase a little bit faster.

The numbers continue to play out as expected. Organizations still in the Trial phase – or those with no process for performing social media – lag when it comes to integration. These organizations are predominantly working on the first step of interconnecting social media with online tactics or are still operating their social media programs in a silo.

Chart: How organizations are integrating social media, by primary channel
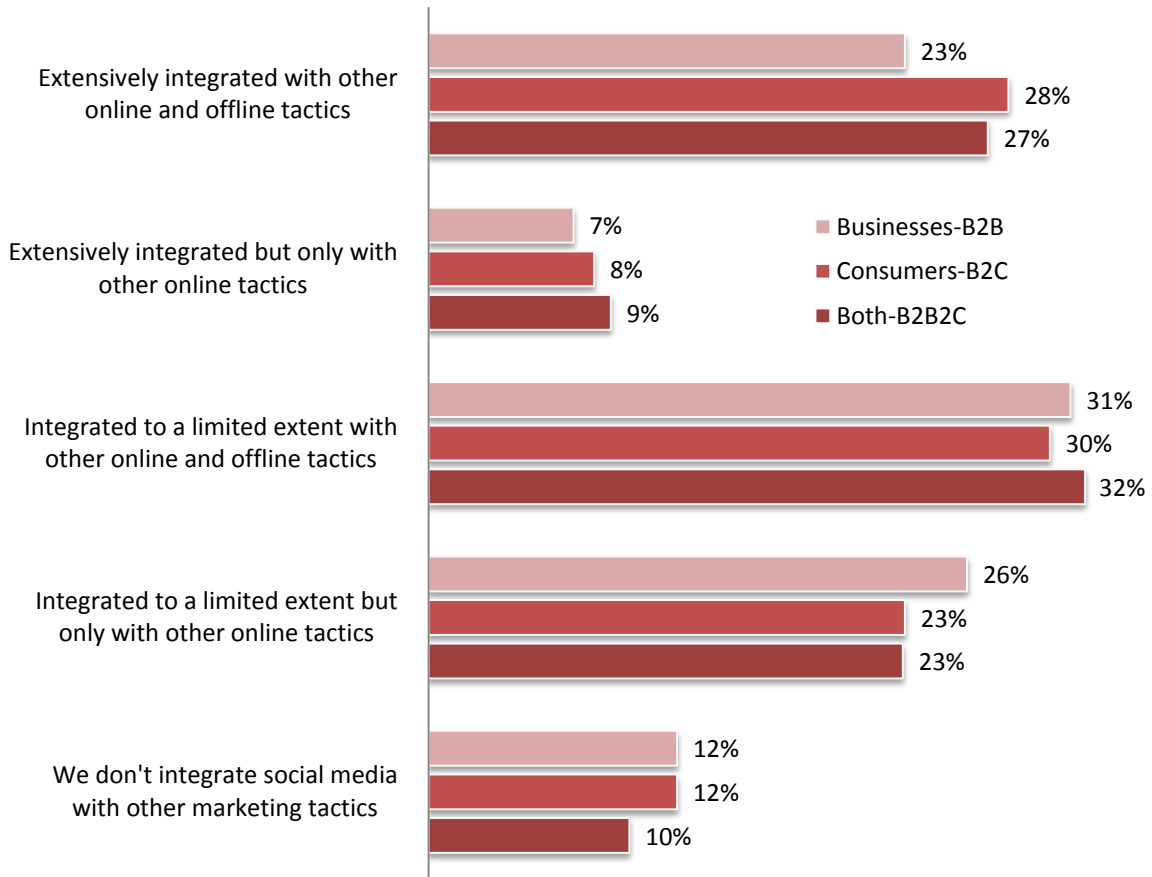
Category	Businesses-B2B	Consumers-B2C	Both-B2B2C
Extensively integrated with other online and offline tactics	23%	28%	27%
Extensively integrated but only with other online tactics	7%	8%	9%
Integrated to a limited extent with other online and offline tactics	31%	30%	32%
Integrated to a limited extent but only with other online tactics	26%	23%	23%
We don't integrate social media with other marketing tactics	12%	12%	10%

Legend:
- Businesses-B2B
- Consumers-B2C
- Both-B2B2C

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=3,342

Chart: How organizations are integrating social media, by industry

Extensively integrated with other online and offline tactics
- 23%
- 26%
- 29%
- 25%
- 30%

Extensively integrated but only with other online tactics
- 6%
- 11%
- 10%
- 9%
- 7%

Integrated to a limited extent with other online and offline tactics
- 32%
- 32%
- 23%
- 32%
- 31%

Integrated to a limited extent but only with other online tactics
- 24%
- 23%
- 26%
- 23%
- 23%

We don't integrate social media with other marketing tactics
- 15%
- 8%
- 11%
- 11%
- 8%

Legend:
- Professional or Financial Services
- Software or Software as a Service
- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=3,342

Chart: How organizations are integrating social media, by organization size

Category	Lg (more than 1,000 emp)	Med (100 to 1,000 emp)	Sm (fewer than 100 emp)
Extensively integrated with other online and offline tactics	24%	23%	28%
Extensively integrated but only with other online tactics	5%	8%	9%
Integrated to a limited extent with other online and offline tactics	36%	35%	27%
Integrated to a limited extent but only with other online tactics	26%	22%	25%
We don't integrate social media with other marketing tactics	10%	13%	11%

■ Lg (more than 1,000 emp)
■ Med (100 to 1,000 emp)
■ Sm (fewer than 100 emp)

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=3,342

The successful integration of social media into the marketing mix calls for resources (time, money, personnel) or agility. In many ways, there is a correlation between the size of the organization and what is required along this spectrum. This chart speaks to this by showing how all sizes of organizations can achieve extensive integration, with the scale tipping slightly in favor of smaller, more agile organizations. Integration does not always happen in a linear fashion either. The data suggests that organizations choose to leapfrog from limited integration with other online tactics to limited integration with both types of tactics and are bypassing the extensive online integration stage.

THE USE OF SOCIAL MEDIA INTEGRATION TACTICS TO OPTIMIZE TRAFFIC TO LANDING PAGES

Q. Which tactics did you attempt to add or remove (whether successfully or not) in 2010?

Chart: 39% of marketers attempted to add or remove social integration tactics in 2010

Tactic	Percentage
Bullet points instead of paragraphs	60%
Keep call to action (but not all) above the fold	58%
Customer reviews or testimonials	53%
Keep everything above the fold	47%
Repeat text or images from referring source	46%
Social integration (e.g. Like or Retweet buttons)	39%
Case studies or other free resources	38%
Number of competing calls to action	38%
Number of steps or fields in a form	35%
Security or accreditation seals	26%
Hero shot	24%
Breadcrumbs	21%
Emphasis on toll-free phone number	19%
Video avatar or product demo	16%
Live chat	15%
Upsells within a shopping cart	13%
Authority or celebrity endorsements	11%
Guest checkout (account not required)	10%
Product configurator (e.g., custom PC)	6%

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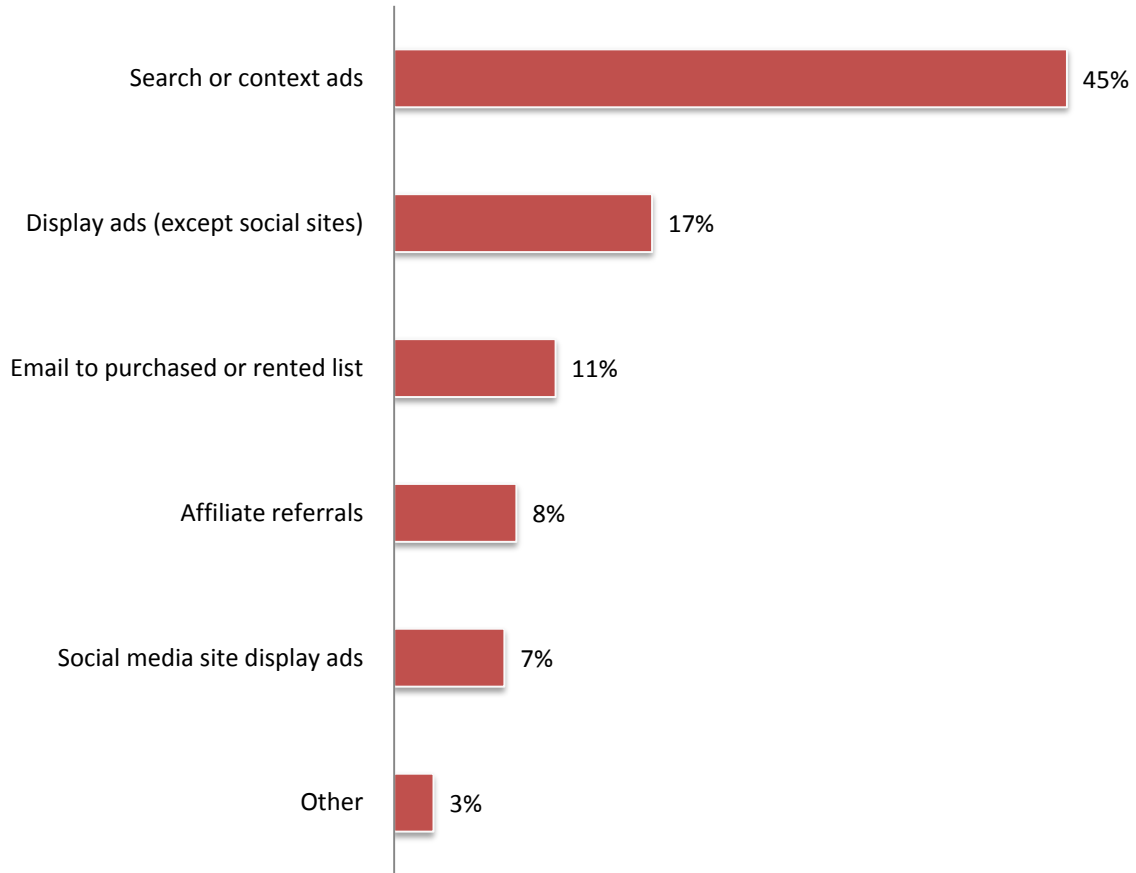
Source: ©2011 MarketingSherpa Landing Page Optimization Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=2,673

Q. When using a social integration tactic (e.g. Like or re-Tweet buttons), did you find that it was more valuable to add/increase or remove/decrease it?

Chart: Much better to add or increase the use of social integration tactics than not
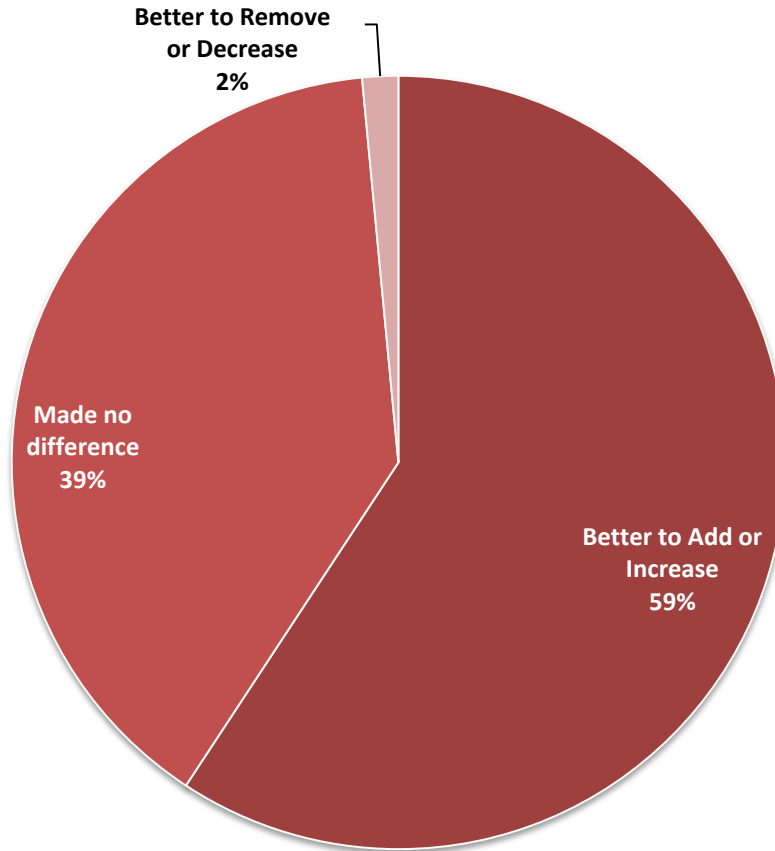
Better to Remove
or Decrease
2%

Made no
difference
39%

Better to Add or
Increase
59%

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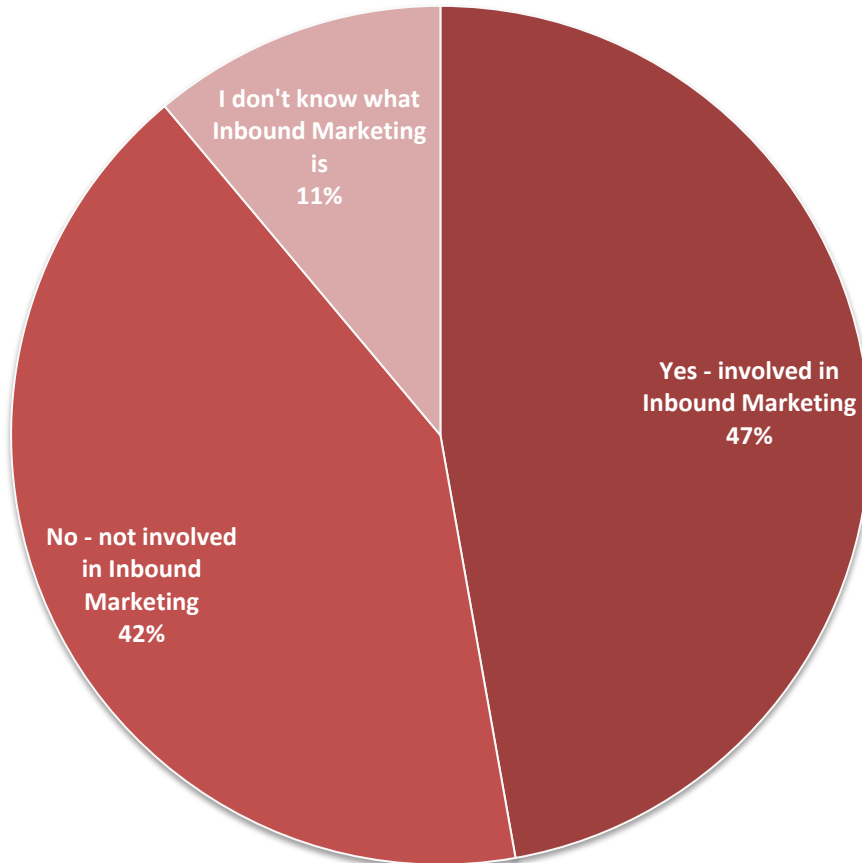Source: ©2011 MarketingSherpa Landing Page Optimization Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=2,673

Employing a social integration tactic (e.g. Like or re-Tweet buttons) is beneficial, and the majority of organizations agreed. Nevertheless, many organizations – 39 percent specifically – stated that it made no difference to their efforts whether the social integration buttons were there or not. One explanation for this is that these organizations do not – or do not know how to – create shareable content. As a result, the myriad of benefits that come with incorporating a social integration tactic are lost on them.

Q. What are the significant FREE sources of traffic to your website and standalone pages?

Chart: Free traffic sources used for website and standalone pages
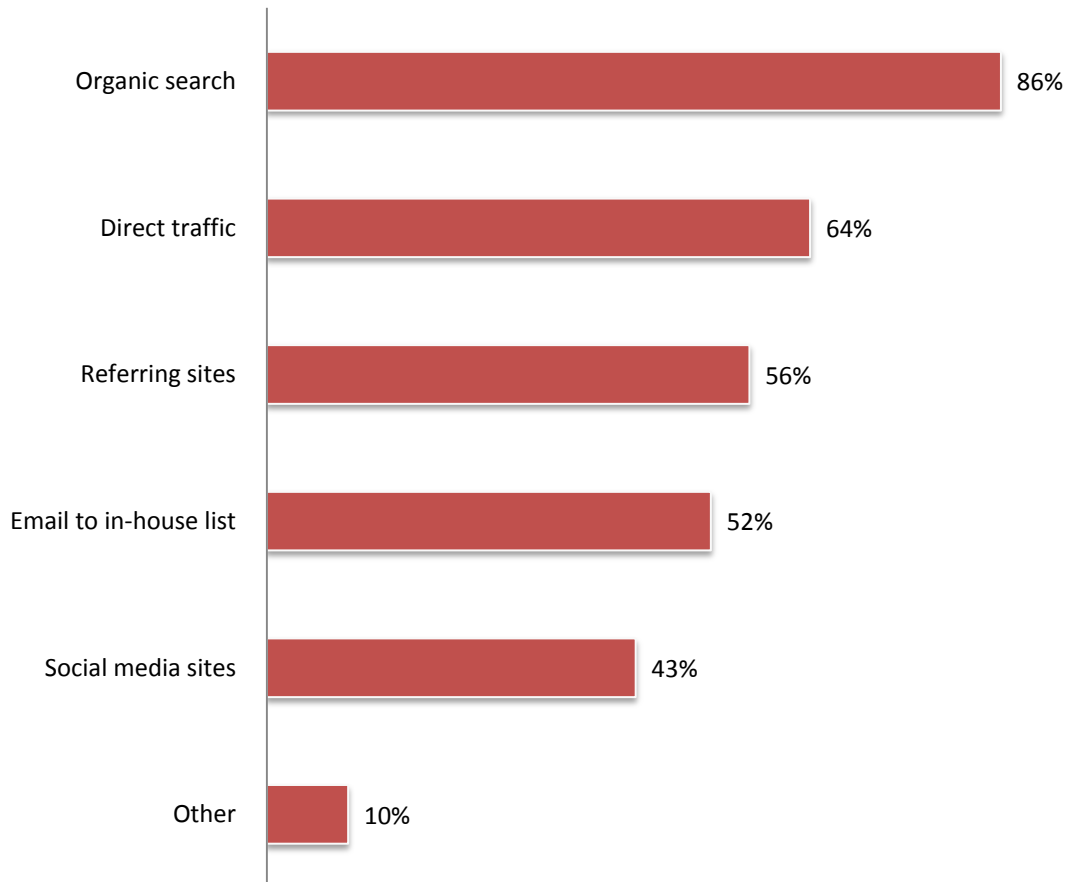
Source	Percentage
Organic search	86%
Direct traffic	64%
Referring sites	56%
Email to in-house list	52%
Social media sites	43%
Other	10%

Source: ©2011 MarketingSherpa Landing Page Optimization Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=2,673

Social media sites do not rank particularly high as a significant free source of traffic. This makes sense, particularly when assessing a social media site on its own. Where social media sites can make a substantive contribution is within the context of organic search traffic. Eighty-six percent of marketers answering this question said that organic search traffic is the greatest source of free traffic. To maintain that inflow, savvy marketers should consider and plan for the impact of real-time and social search, particularly as search engines start to more heavily use social buzz in their algorithms.

Q. What are the significant PAID sources of traffic to your website and standalone pages?

Chart: Paid traffic sources used for website and standalone pages
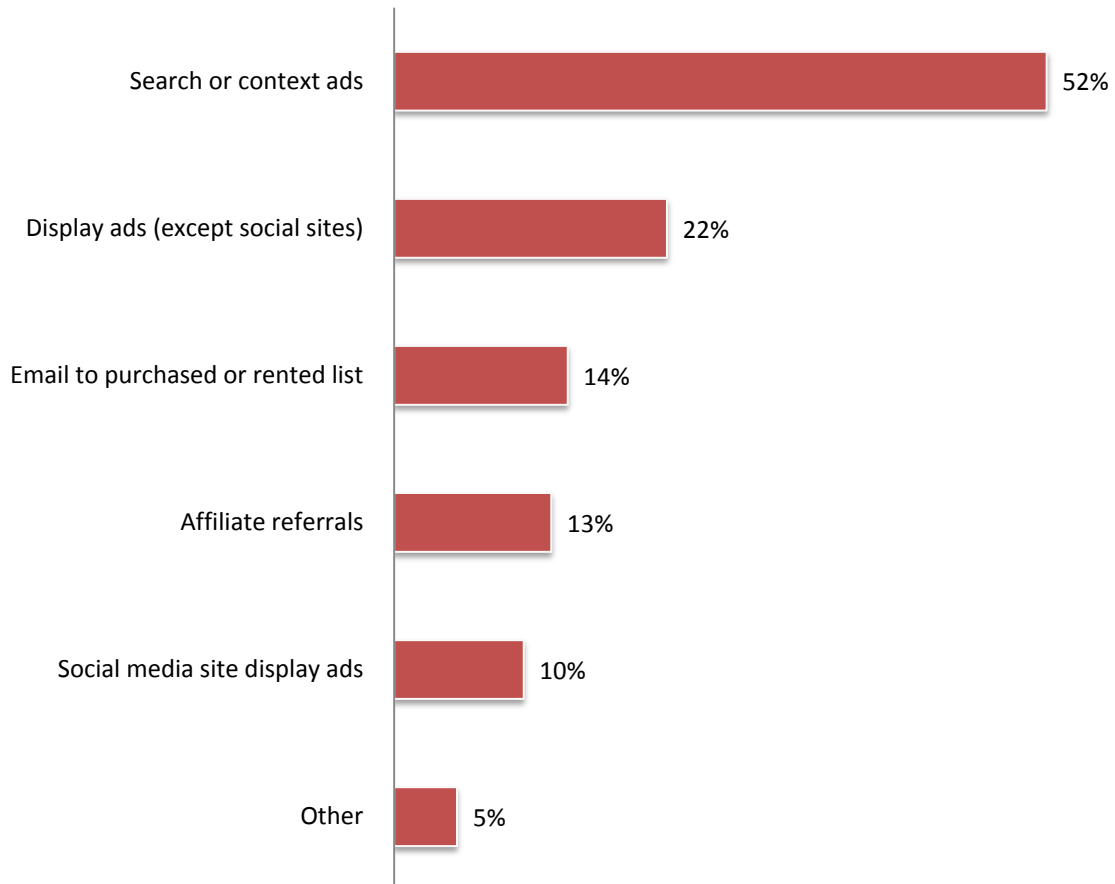
Source: ©2011 MarketingSherpa Landing Page Optimization Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=2,673

Advertising on social media sites is not considered to be a significant paid source of traffic. Unlike searchers, users on social media platforms are in passive observation mode. Searchers are seeking specific information about a query, whereas social media users are focused on their social interactions. But it doesn't have to end there. Namely, the pure act of social networking is what may help organizations ultimately increase traffic to their websites. With that in mind, organizations could consider shifting the focus of their social media site display ads from driving singular streams of website traffic to acquiring fans, fans with whom they can engage, and fans that may end up spreading the word – and driving traffic – for them.

Q. For which FREE traffic sources do you use customized or dedicated landing pages?

Chart: Free traffic sources used for customized or dedicated landing pages
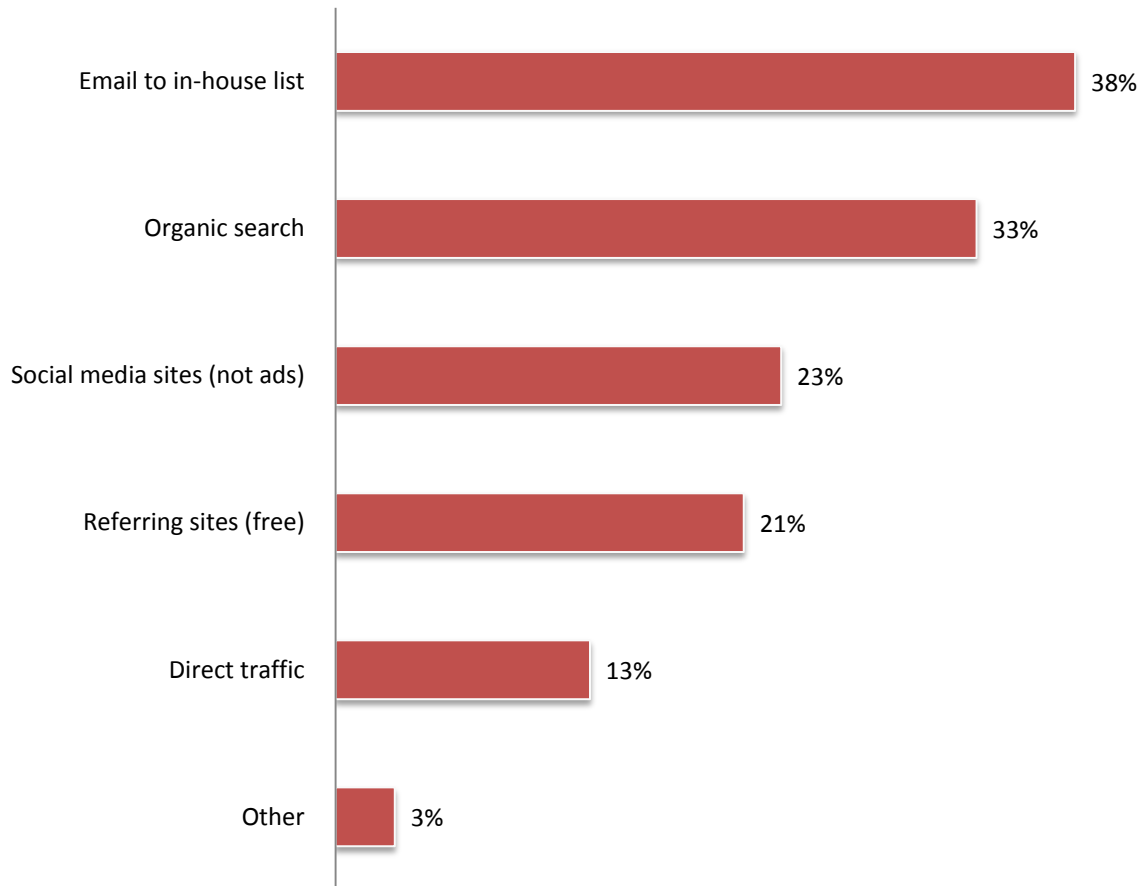
Source	Percent
Email to in-house list	38%
Organic search	33%
Social media sites (not ads)	23%
Referring sites (free)	21%
Direct traffic	13%
Other	3%

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Source: ©2011 MarketingSherpa Landing Page Optimization Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=2,673

A social media landing page (SMLP) is a special page on an organization's .com or .org site that highlights the organization's involvement across social media platforms. Interestingly, only 23 percent of marketers surveyed have this type of dedicated landing page, even though this type of landing page offers an opportunity for organizations to integrate their offsite social media activities into their site's business model. It is important to note that the call-to-action for social media landing pages differs from traditional landing pages, as the focus is on social conversion, not sales conversion. As such, this type of dedicated landing page should be designed with the brand's social media goals and social media user base in mind.

Q. For which PAID traffic sources do you use customized or dedicated landing pages?

Chart: Paid traffic sources used for customized or dedicated landing pages

Source	Percentage
Search or context ads	45%
Display ads (except social sites)	17%
Email to purchased or rented list	11%
Affiliate referrals	8%
Social media site display ads	7%
Other	3%

Source: ©2011 MarketingSherpa Landing Page Optimization Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=2,673

Q. Compared to sending traffic to the default site, how would you rate using customized or dedicated landing pages?

Chart: Rating the use of customized or dedicated landing pages
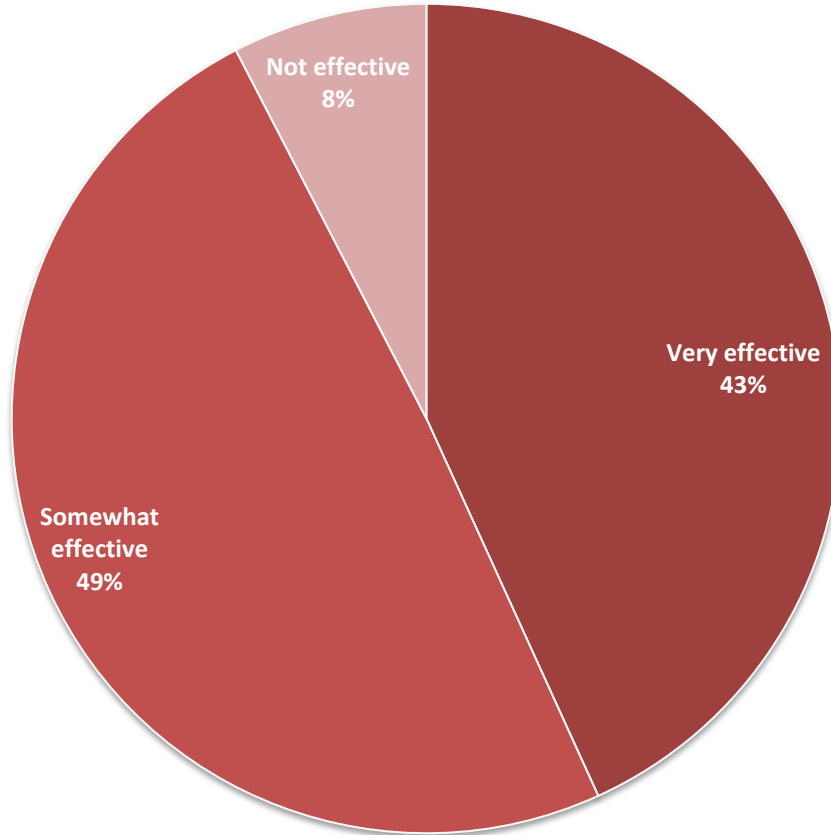
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Source: ©2011 MarketingSherpa Landing Page Optimization Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=2,673

Almost all marketers surveyed expressed that customized and dedicated landing pages are either very effective or somewhat effective. When it comes to social media landing pages, the initial goal of the page may be social conversion. To really get the most out of these dedicated social media landing pages, the social conversion goal needs to be established in light of social media being a marketing tactic. In other words, the ultimate goal is still to move users from awareness to consideration and finally, action.

SOCIAL MEDIA AND SEO – INBOUND MARKETING'S POWERFUL PAIR

Q. Are you involved in the integration of social media and search engine optimization (SEO) tactics to improve INBOUND MARKETING performance?

Chart: The practice of Inbound Marketing is gaining momentum…

I don't know what Inbound Marketing is
11%

Yes - involved in Inbound Marketing
47%

No - not involved in Inbound Marketing
42%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=3,342

Why are nearly half of all marketers integrating social media and search engine optimization tactics to improve inbound marketing performance? Because doing so makes sense. The integration of these two sets of tactics helps organizations generate relevant content, increase the number of inbound links, maintain or improve their current rankings, and create more relevant listings to show in search engine results pages.

"We focused a lot on integrating our customer support team into social media last year, which has worked great! Now that we have the engagement part figured out, we need to start improving our rank in search engines. We are planning to focus a lot on merging SEO and social media more effectively in 2011."
- Marketer insight on inbound marketing

Chart: …but many are unfamiliar with inbound marketing, by social marketing maturity.
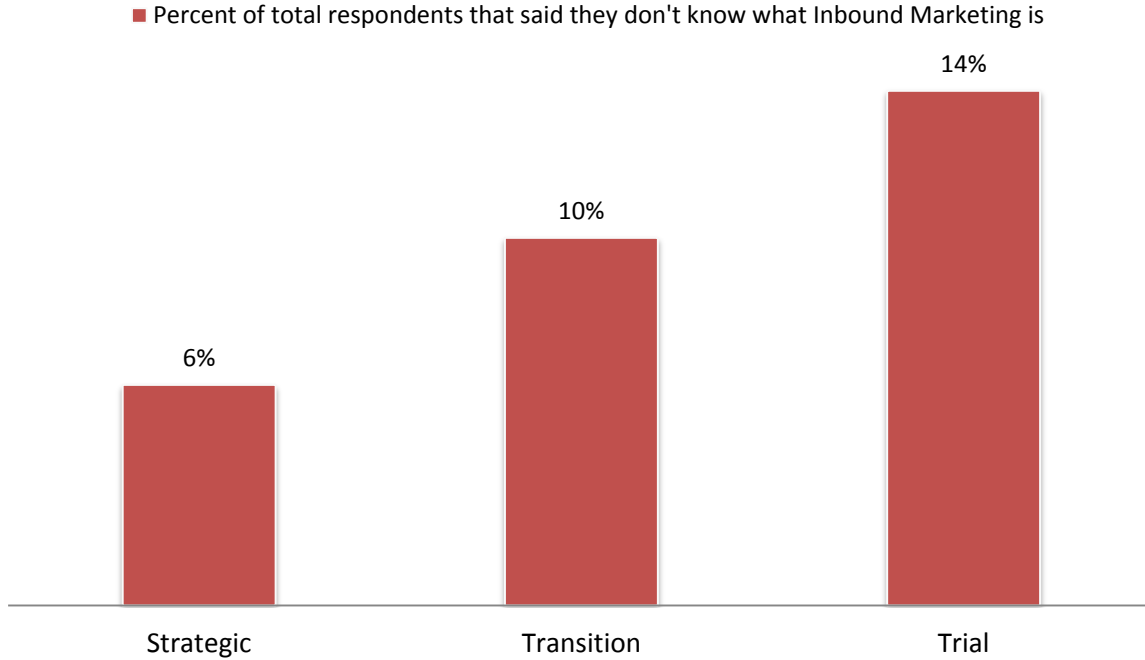
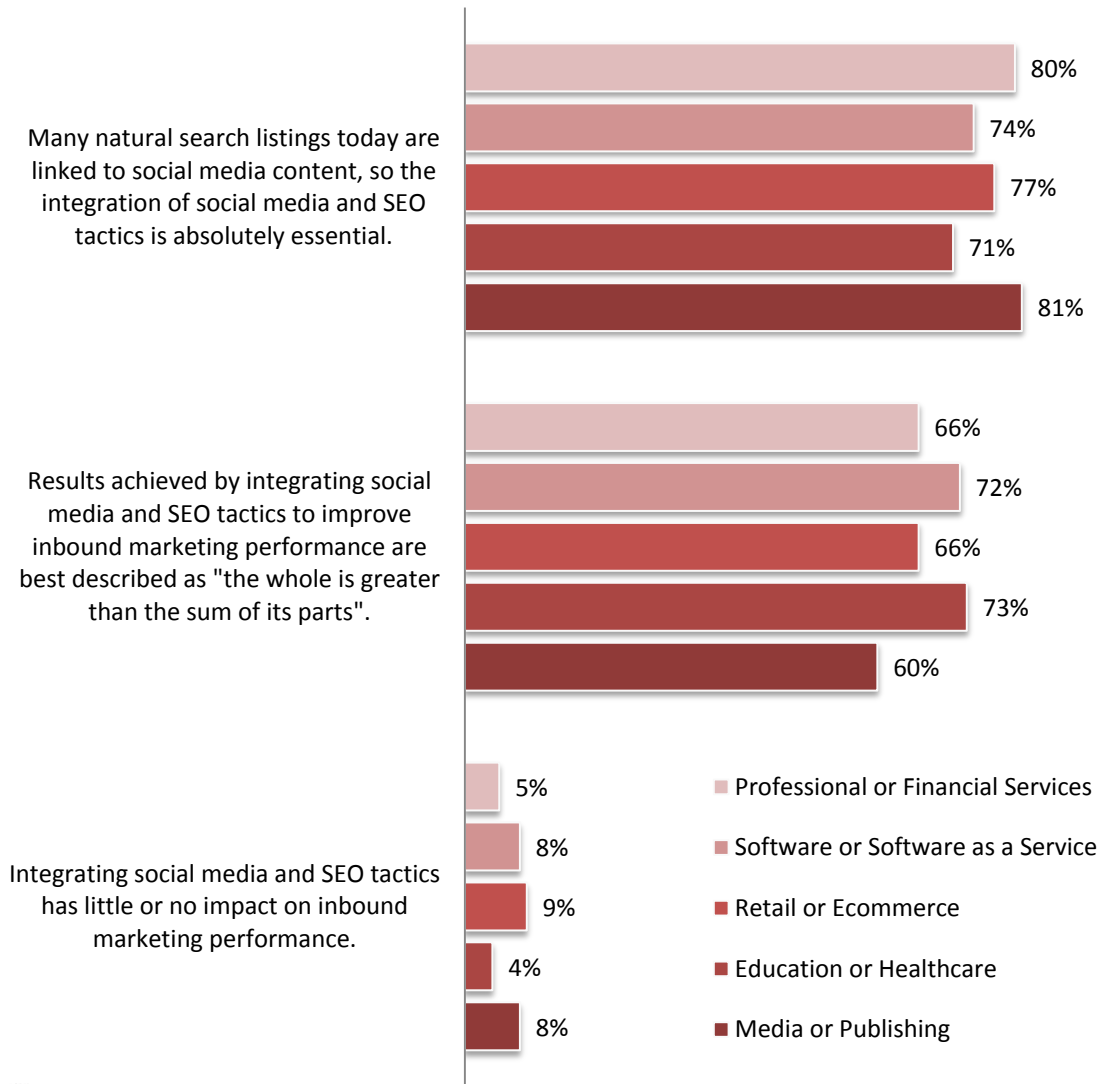■ Percent of total respondents that said they don't know what Inbound Marketing is

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=3,342

Inbound marketing is the practice of attracting and pulling prospects and customers towards you instead of pushing marketing messages at them. The internet acts as the primary vehicle for these connections.

Why haven't some organizations heard of this? The simplest answer is that they may not have time to read the marketing blogs and articles that tout this marketing strategy. They may be unfamiliar with the terminology but knowledgeable about the inbound marketing tactics themselves, such as blogging, content publishing, social media, SEO and PPC.

The chart speaks to that in showing that Strategic organizations are more likely to be familiar with inbound marketing than their counterparts in Transition and Trial organizations. Strategic organizations, with their formal planning processes in place, are mentally and organizationally positioned to optimize their marketing performance.

The other explanation for the lack of familiarity with inbound marketing is that these organizations are still operating in a traditional outbound marketing mode of email, direct mail and telemarketing campaigns.

"Through social media and SEO integration, we have closed the loop on prospects falling through the cracks and have boosted our website views by over 60 percent." - Marketer insight on inbound marketing

SOCIAL MEDIA MARKETERS HAVE STRONG OPINIONS ABOUT INBOUND MARKETING

Q. Do you agree or disagree with the following statements?

Chart: Marketers find little to disagree about on the value of inbound marketing

Legend: ■ Agree ■ Neutral ■ Disagree

Many natural search listings today are linked to social media content, so the integration of social media and SEO tactics is absolutely essential. — Agree 76%, Neutral 21%, Disagree 3%

Results achieved by integrating social media and SEO tactics to improve inbound marketing performance are best described as "the whole is greater than the sum of its parts". — Agree 67%, Neutral 31%, Disagree 2%

Integrating social media and SEO tactics has little or no impact on inbound marketing performance. — Agree 7%, Neutral 20%, Disagree 73%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=3,342

A large majority of social media marketers find value in inbound marketing. Seventy-six percent surveyed have a clear appreciation of how natural search listings pull in social media content and 67 percent would also describe the results achieved from the integration of social and SEO tactics as "the whole is greater than the sum of its parts."

What is telling about this chart is how many marketers are still neutral about these three statements. The fact that they have no strong feelings either way tells us is that these organizations are still trying to figure it out. They may not yet have found success with seeing their social media content appear in search engine results pages. They may not have developed their social media presence enough to attract and engage with potential customers. They may not have published enough compelling and valuable content and tools to give prospects the information and answers they seek. If their experience to date has been less than optimal, it goes to reason that 20 percent of social media marketers would feel that integrating social media and SEO tactics has little or no impact on inbound marketing performance.

Chart: Social marketers in agreement with the following, by social marketing maturity phase

Many natural search listings today are linked to social media content, so the integration of social media and SEO tactics is absolutely essential.

82%

77%

71%

Results achieved by integrating social media and SEO tactics to improve inbound marketing performance are best described as "the whole is greater than the sum of its parts".

72%

69%

62%

Integrating social media and SEO tactics has little or no impact on inbound marketing performance.

11%

6%

7%

■ Strategic

■ Transition

■ Trial

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=3,342

Nearly three quarters of organizations in the Trial phase of social media marketing see that the integration of social media and SEO is essential for search marketing and contributes to the successful execution of inbound marketing programs. This is encouraging, because it means that these organizations get it. They may not be running well-coordinated inbound marketing programs yet, but they acknowledge the synergistic value in interweaving these tactics.

"We have achieved a good success rate by integrating our social media and SEO. We are able to 'move the needle' on our search engine results by a concentrated effort to make our content SEO-friendly and use social media outlets." - Marketer insight on inbound marketing

Chart: Social marketers that agree with the following statements, by primary channel

Many natural search listings today are linked to social media content, so the integration of social media and SEO tactics is absolutely essential.
- 77%
- 70%
- 79%

Results achieved by integrating social media and SEO tactics to improve inbound marketing performance are best described as "the whole is greater than the sum of its parts".
- 70%
- 68%
- 62%

Integrating social media and SEO tactics has little or no impact on inbound marketing performance.
- 7%
- 9%
- 6%

■ Businesses-B2B
■ Consumers-B2C
■ Both-B2B2C

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=3,342

An earlier chart depicted how 91 percent of organizations marketing to both the business and consumer segments had integrated social media to some extent with their tactics. Organizations serving either businesses or consumers followed suit at 87 percent and 89 percent respectively. Organizations that figure out how to introduce and incorporate social media into their marketing mixes start to develop a better appreciation of the role of inbound marketing *within* channel marketing.

This chart above speaks to that appreciation of inbound marketing, both its potential and its challenges. In other words, a successful outcome usually does not immediately follow the integration of social media, no matter what your channel. Today there are social media platforms for all types of customer bases; even so, organizations need to build to success over time, remembering that inputs drive outputs. To that point, this chart also uncovers the natural skepticism that comes when reality does not immediately live up to the short-term expectations.

Chart: Social marketers that agree with the following statements, by industry

Many natural search listings today are linked to social media content, so the integration of social media and SEO tactics is absolutely essential.

- 80%
- 74%
- 77%
- 71%
- 81%

Results achieved by integrating social media and SEO tactics to improve inbound marketing performance are best described as "the whole is greater than the sum of its parts".

- 66%
- 72%
- 66%
- 73%
- 60%

Integrating social media and SEO tactics has little or no impact on inbound marketing performance.

- 5%
- 8%
- 9%
- 4%
- 8%

■ Professional or Financial Services
■ Software or Software as a Service
■ Retail or Ecommerce
■ Education or Healthcare
■ Media or Publishing

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=3,342

Chart: Social marketers that agree with the following statements, by organization size

Many natural search listings today are linked to social media content, so the integration of social media and SEO tactics is absolutely essential.
- 84%
- 69%
- 77%

Results achieved by integrating social media and SEO tactics to improve inbound marketing performance are best described as "the whole is greater than the sum of its parts".
- 75%
- 64%
- 67%

Integrating social media and SEO tactics has little or no impact on inbound marketing performance.
- 8%
- 7%
- 6%

■ Lg (more than 1,000 emp)

■ Med (100 to 1,000 emp)

■ Sm (fewer than 100 emp)

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded Feb ruary 2011, N=3,342

Organizations of all sizes were the most vocal in their agreement with the statement, *"Many natural search listings today are linked to social media content, so the integration of social media and SEO tactics is absolutely essential."* - Marketer insight on inbound marketing

What is interesting is how these same organizations were less enthusiastic about the next statement regarding results with inbound marketing. Whereas the first statement is a general observation about the value of integration, the second statement gets more to the heart of an organization's firsthand experience with integration. Many organizations – no matter what the size – could not as heartily assert that "the whole is greater than the sum of its parts" as it relates to results achieved from integrating social media and SEO tactics. Interestingly, mid-sized companies agreed the least with this statement, perhaps because of their size: Too large to be quick and nimble, but too small to have extensive resources at hand.

MARKETER INSIGHTS ON INBOUND MARKETING STRATEGY AND TACTICS

Q . If your organization has achieved an extraordinary result by integrating social media and SEO tactics for inbound marketing purposes, please briefly describe the campaign strategy and tactics.

- The traction that we have achieved by integrating social media and SEO has yielded not only over $1MM in business, but also requests for speaking opportunities and subject matter expertise interviews.

- We use a combination of Google Analytics and SubmitExpress to optimize our sites and have gained "upper first page" position for all sites, many times with multiple search results on the same page. By using simple postings on Facebook with links, we have driven more traffic.

- SEO is DEAD. SEO is DEAD. SEO has never really been effective. The so-called SEO tactics that so-called experts suggested were nothing more than common sense. Content is king. If you want site traffic, offer good content in a usable fashion. Don't waste even one second on SEO, except perhaps to laugh at companies that do. Bottom line, SEO is dead. I, personally, never want to hear from those snake oil salesmen who think they can game search engines or their customers.

- Creating a blog was the single most effective tool for search engine optimization for our organization. The actual blog and its content were just a simple medium for communication. But once in place, the results were exponential. The SEO boost was huge, helping achieve top rankings for search that years of site optimization had not produced. And the reach of the social sites (Facebook and Twitter) has been amazing. You have to fish where the fish swim.

- When you don't sell commodity products and are in an international niche, it is almost impossible to develop a social media or website inbound analysis that is material because the increase in inbound inquiries by even 10x is still small.

- We have achieved a 43% increase in overall website traffic year-over-year. Visitors are staying longer, viewing more pages, and coming from many more sources than before. Now we are getting visitors from people searching for far more than just variations of our company name – we are getting lots of traffic from people searching for brands we carry since we are ranking much higher on those terms.

- We have achieved a good success rate by integrating our social media and SEO. We are able to "move the needle" on our search engine results by a concentrated effort to make our content SEO-friendly and use social media outlets.

- Through social media and SEO integration, we have closed the loop on prospects falling through the cracks and have boosted our website views by over 60%.

- The corporate website is built on old technology and has a lousy URL structure. We launched a brand-specific site in hopes of getting it to rank first for our top keywords. At the same time we put up an associated Facebook site and a YouTube channel thinking this would push us to the top. It didn't, it pushed the corporate website to the top. So we had to take all the new traffic to the corporate site and funnel it to the brand site. We are still working to get us higher in the rankings,

but our sales tripled as a result of our efforts and it will go even higher once leads don't go through the corporate site because we are losing 60% of them before they get to the brand site.

CHAPTER 7: SCRM – INTEGRATING SOCIAL MEDIA DATA TO EXTEND THE CRM STRATEGY

Social CRM (or SCRM) extends the traditional customer relationship management strategy to the increasingly important social customer. SCRM is the integration of social media data with CRM tools and processes in a way that enables more relevant, customer-driven interaction.

SOCIAL CRM INCREASINGLY IMPORTANT TO MANAGING SOCIAL CUSTOMER RELATIONSHIPS

Q. Which statement best describes the status of the Social CRM (SCRM) initiative at your organization?

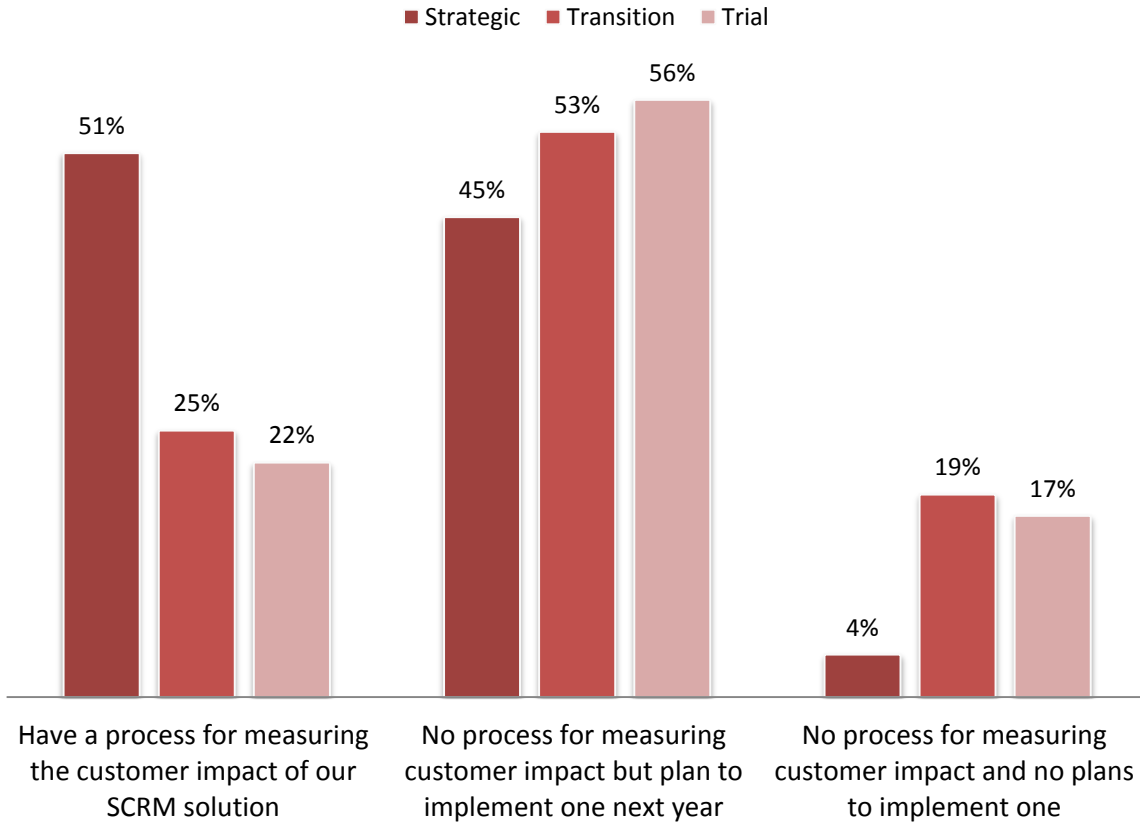**Chart: The practice of integrating social marketing data with CRM systems is emerging**
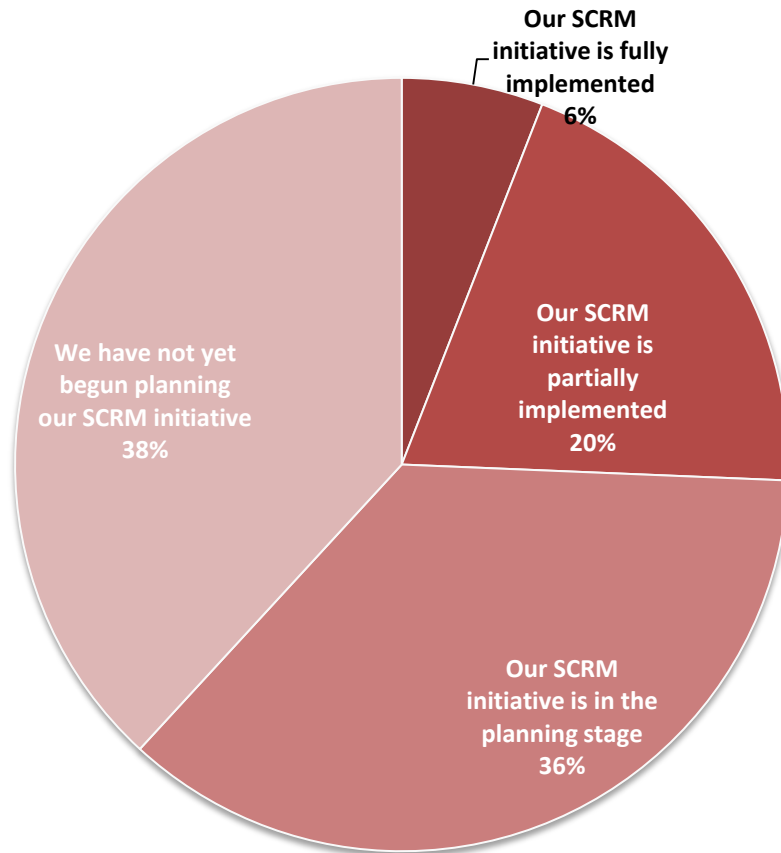
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Extending the CRM strategy to social media by collecting actionable intelligence on the conversations, behaviors and preferences of constituents in these channels is rapidly gaining momentum. While only six

percent of organizations have fully implemented Social CRM (SCRM), an additional 56 percent say they either have started to extend the strategy, or are planning to.
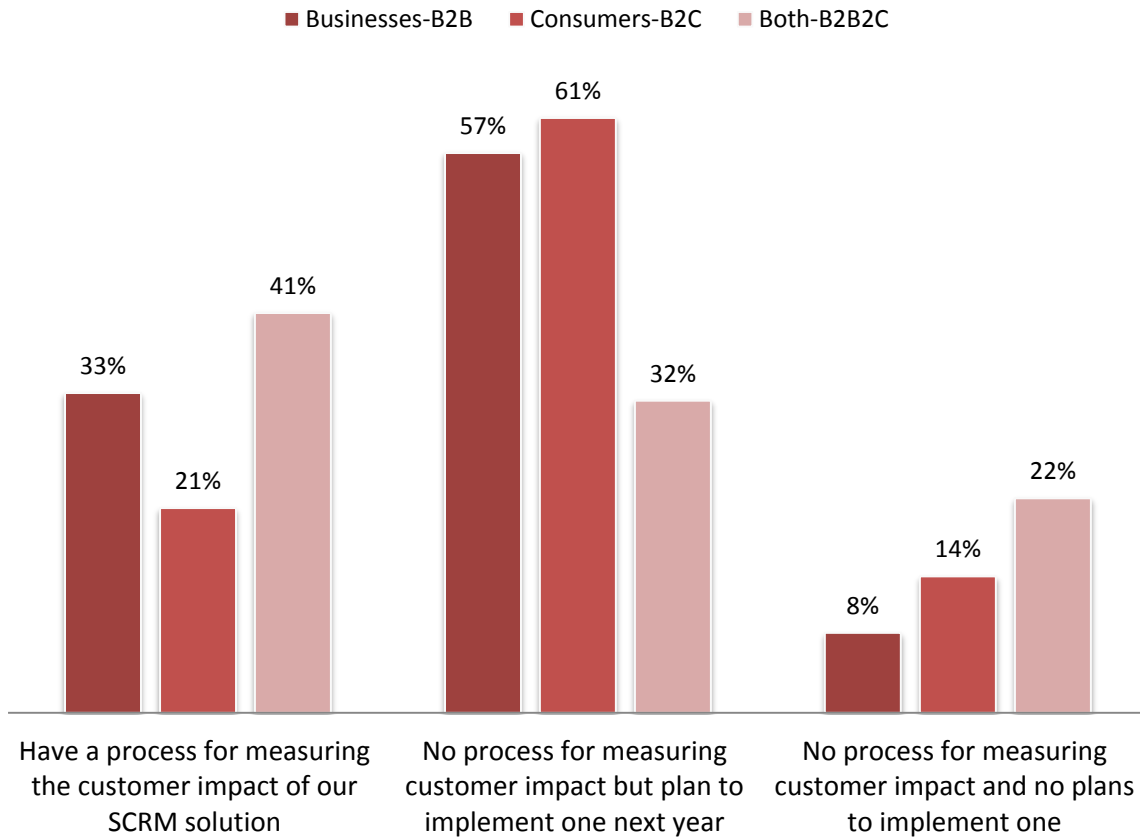
Chart: The status of SCRM initiatives, by social marketing maturity phase
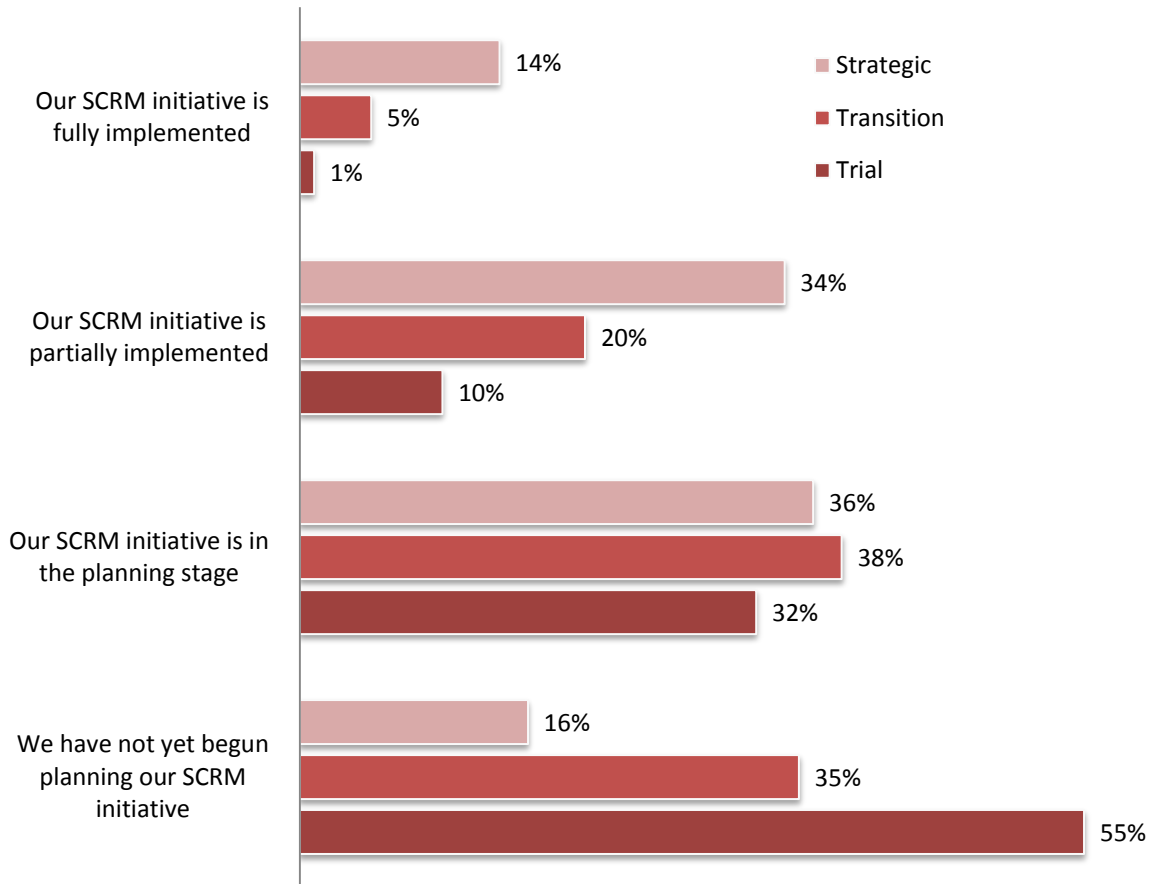
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

While the adoption of SCRM practices is rapidly emerging, extending the traditional CRM strategy to social media is easier said than done. It requires a shift in thinking from CRM as a front office (sales, marketing and customer service) initiative to SCRM as a customer-driven initiative. Organizations in the Strategic phase of social marketing maturity are better equipped to make this shift in thinking.

While nearly half (48%) of Strategic phase marketers have either fully or partially implemented their social CRM initiative, only 11 percent of Trial phase marketers have progressed this far.

Chart: The status of SCRM initiatives, by industry
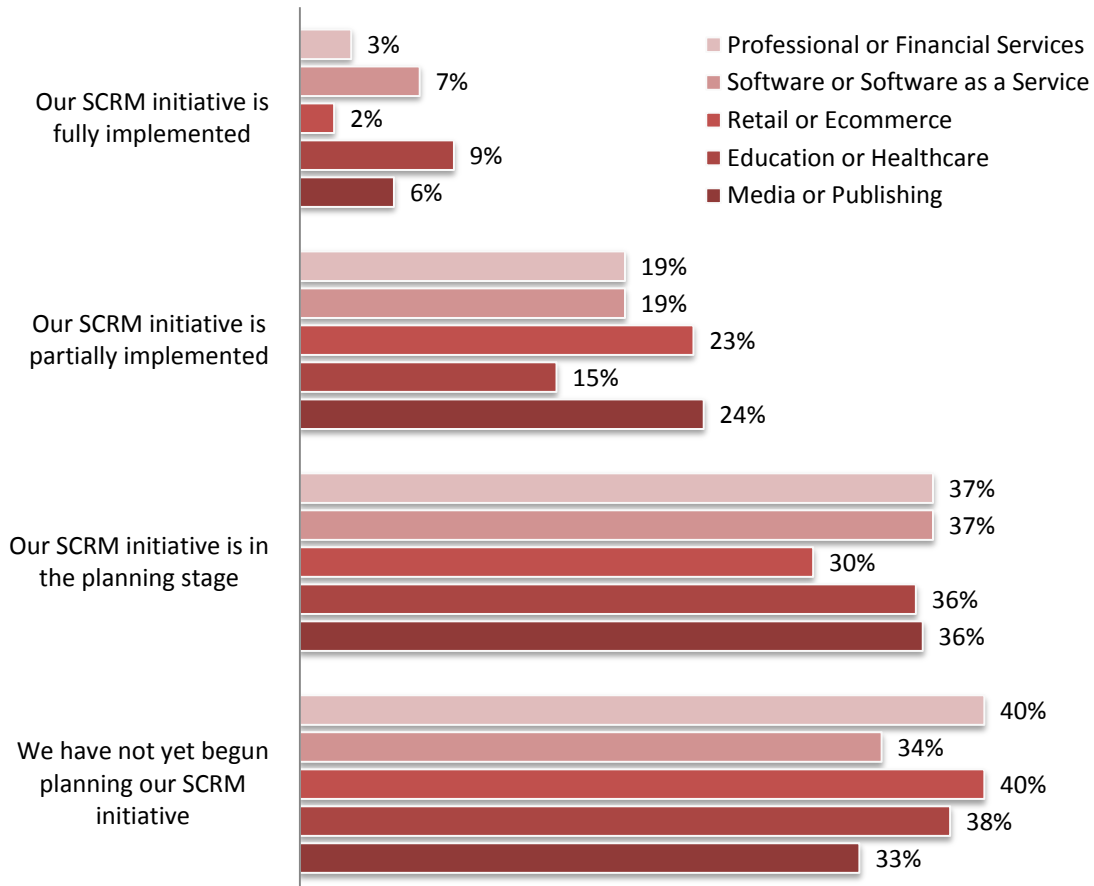
Legend:
- Professional or Financial Services
- Software or Software as a Service
- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

Our SCRM initiative is fully implemented
- 3%
- 7%
- 2%
- 9%
- 6%

Our SCRM initiative is partially implemented
- 19%
- 19%
- 23%
- 15%
- 24%

Our SCRM initiative is in the planning stage
- 37%
- 37%
- 30%
- 36%
- 36%

We have not yet begun planning our SCRM initiative
- 40%
- 34%
- 40%
- 38%
- 33%
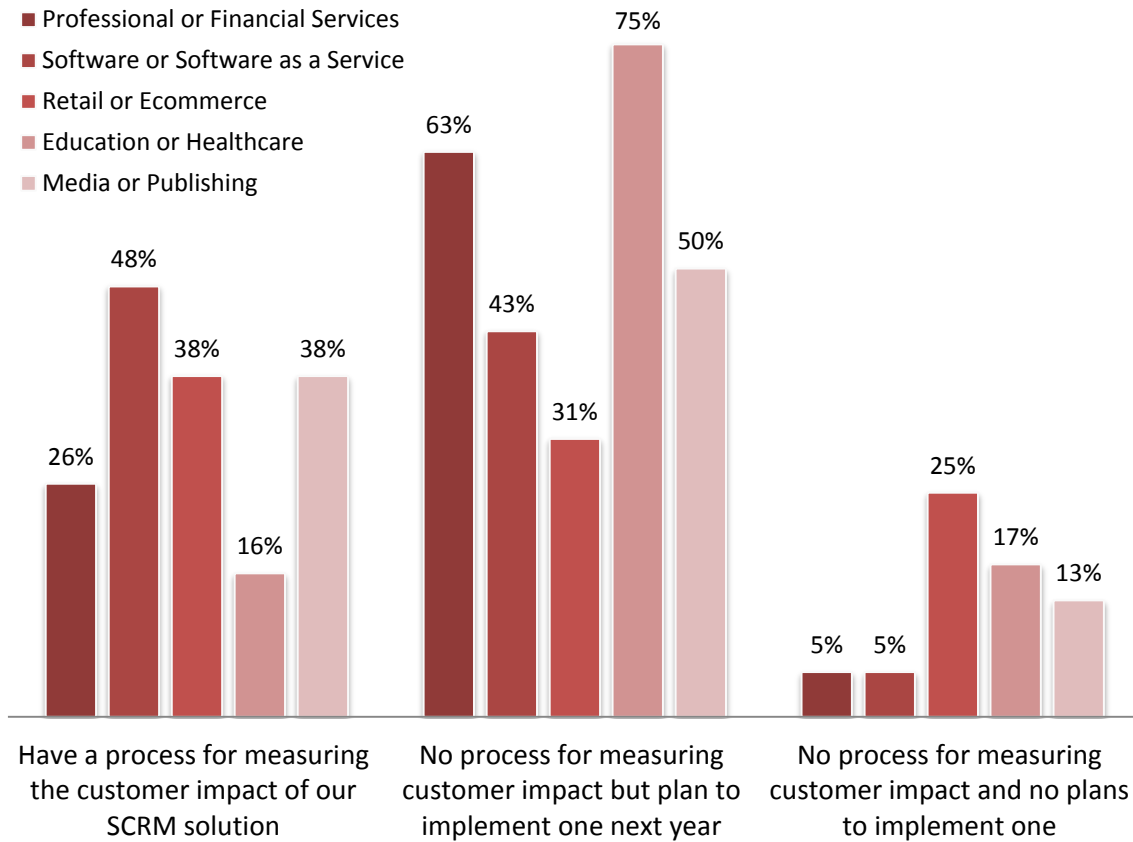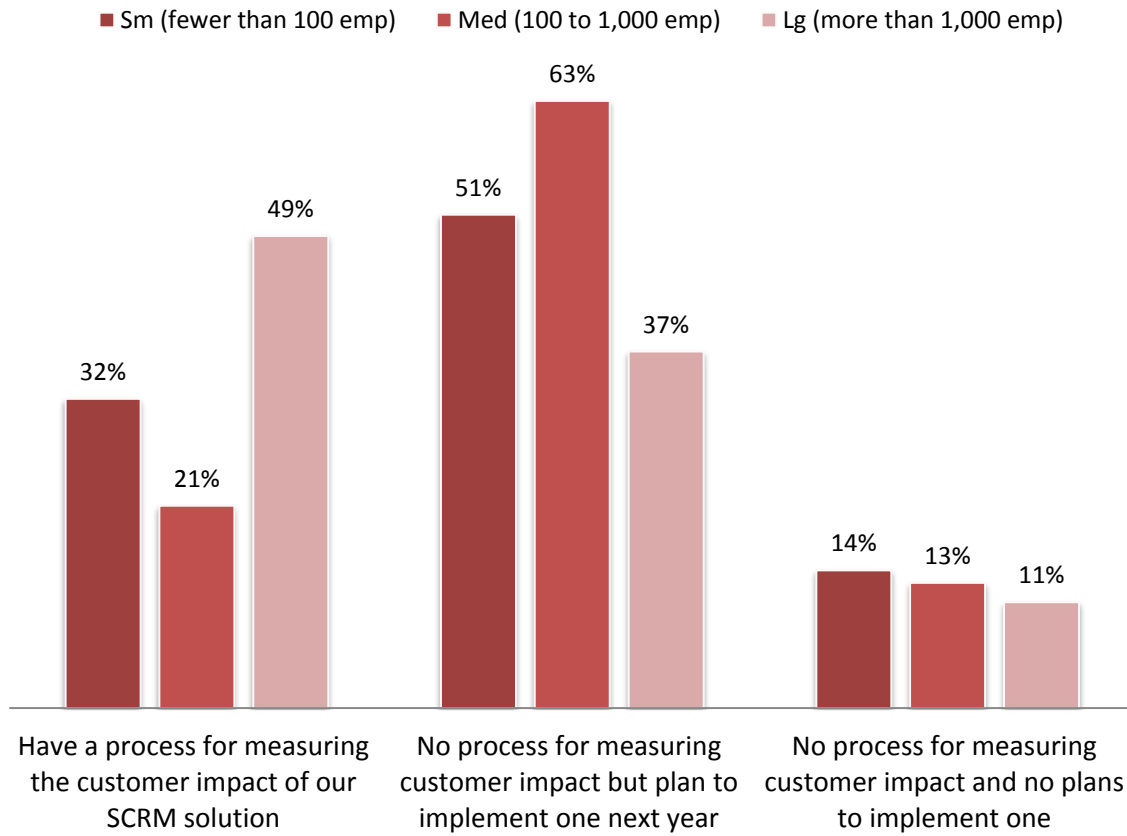
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

SCRM empowers the customer to provide mutually beneficial value to the relationship through intelligence gathered on their social conversations. These conversations are having a significant impact on brands. No longer is your brand what you say it is; your brand is what *they* say it is. Successfully implementing SCRM is an important challenge for marketers who wish to optimize their customer relationships by joining and leveraging these conversations.

The organizations least likely to have begun their social CRM initiative are in the professional or financial services and retail or e-commerce industry sectors.

Chart: The status of SCRM initiatives, by organization size
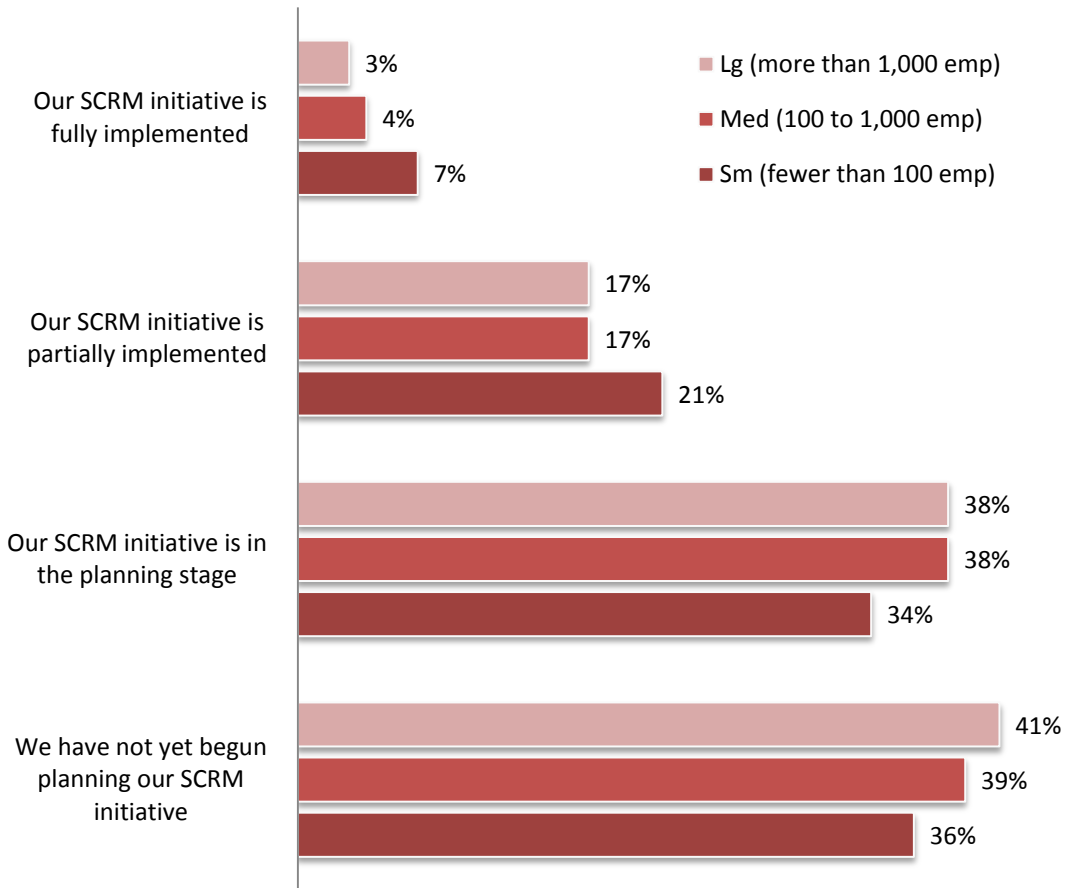
■ Lg (more than 1,000 emp)
■ Med (100 to 1,000 emp)
■ Sm (fewer than 100 emp)

Our SCRM initiative is fully implemented
- 3%
- 4%
- 7%

Our SCRM initiative is partially implemented
- 17%
- 17%
- 21%

Our SCRM initiative is in the planning stage
- 38%
- 38%
- 34%

We have not yet begun planning our SCRM initiative
- 41%
- 39%
- 36%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Incorporating social media data with CRM systems in a way that enables more relevant, customer-driven interaction can be an extremely complex integration process. In general, the data integration requirements of smaller organizations are not as complex as it is for larger organizations. For this reason, small organizations are more likely to have fully implemented, or be in the process of implementing, their SCRM initiative than medium or large organizations.

Users measuring the customer affect of their SCRM solution

Q. Which best describes the status of a process for measuring the impact of your SCRM solution?

Chart: SCRM users with a process or a plan for measuring the affect of their solution
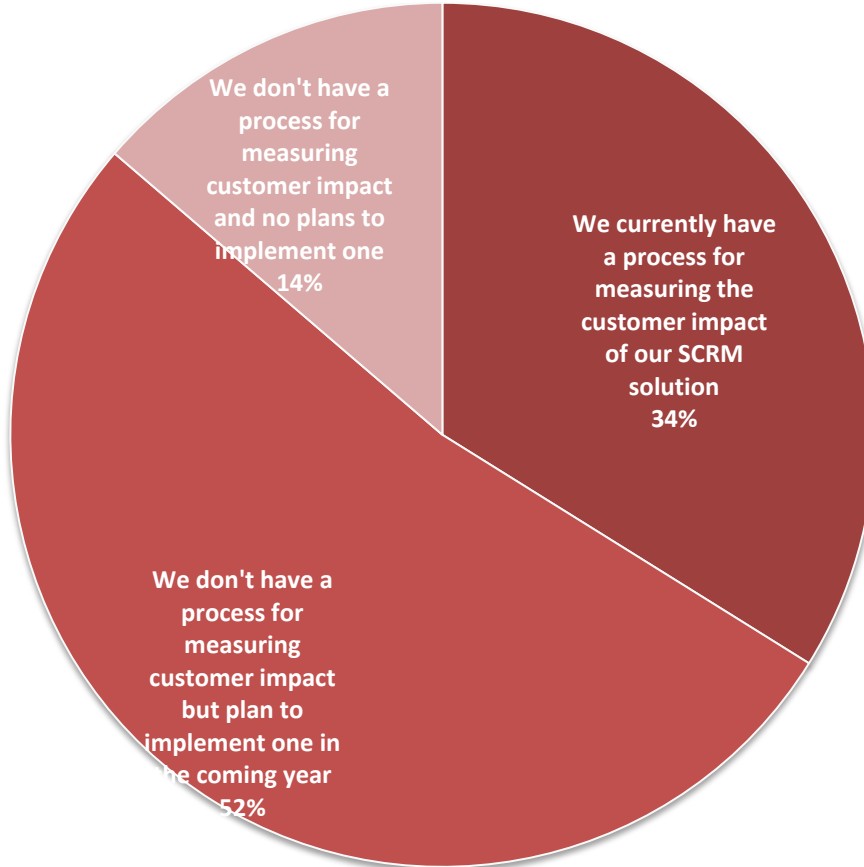
**We don't have a process for measuring customer impact and no plans to implement one
14%**

**We currently have a process for measuring the customer impact of our SCRM solution
34%**

**We don't have a process for measuring customer impact but plan to implement one in the coming year
52%**

Social CRM is still in the early stages of adoption so the share of organizations that have implemented their SCRM initiatives (6%) is still small. However, a surprisingly large percentage of current social CRM users have already implemented a process for measuring the impact of their SCRM solution or plan to implement one in the coming year. About one-third (34%) of SCRM users have a process to measure results, and an additional one-half (52%) are planning to have one next year.

What is behind the focus on measurement for SCRM users? *"Better data means we can communicate with customers more effectively and attract prospects that are better qualified."* - Marketer insight on business needs SCRM fulfills

Chart: Measuring the affect of SCRM, by social marketing maturity phase

■ Strategic ■ Transition ■ Trial

Have a process for measuring the customer impact of our SCRM solution — 51%, 25%, 22%

No process for measuring customer impact but plan to implement one next year — 45%, 53%, 56%

No process for measuring customer impact and no plans to implement one — 4%, 19%, 17%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Having a process for measuring customer impact is often dependent on the type of SCRM solution used. Organizations in the Strategic phase understand the need for rich SCRM analytics and are about twice as likely to have a process for measuring the affect of social media. They are also more likely to use an enterprise-class social CRM solution can be configured to streamline analytics for efficient use.

Chart: Organizations with a process for measuring SCRM affect, by primary channel

■ Businesses-B2B ■ Consumers-B2C ■ Both-B2B2C

Have a process for measuring the customer impact of our SCRM solution
— 33% (B2B), 21% (B2C), 41% (B2B2C)

No process for measuring customer impact but plan to implement one next year
— 57% (B2B), 61% (B2C), 32% (B2B2C)

No process for measuring customer impact and no plans to implement one
— 8% (B2B), 14% (B2C), 22% (B2B2C)

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Social CRM is proving to be as effective in the B2B channel as it is in B2C. Yet, organizations that use SCRM and market directly to consumers (B2C) are lagging way behind their counterparts when it comes to having a process for measuring SCRM results.

The typical B2B organization has a much smaller target audience of social constituents to manage and measure than does the typical B2C enterprise. Developing a measurement strategy for the larger, more complex consumer audience may be the obstacle slowing B2C marketers from implementing a process for measuring SCRM results.

Chart: Organizations with a process or plan for measuring SCRM affect, by industry

- Professional or Financial Services
- Software or Software as a Service
- Retail or Ecommerce
- Education or Healthcare
- Media or Publishing

The percentage of social CRM users with a process or plan for measuring effect varies greatly by industry.

The software or software as a service sector has the highest percentage of SCRM users that already have a measurement process. At 48 percent, three times as many organizations in the software and SaaS sector have a process than in education or healthcare.

The good news is that these education or healthcare organizations, as well as those in the professional or financial services sector, are quickly catching up with other industries with 75 percent and 63 percent respectively planning to implement a measurement process next year.

Chart: Organizations with a process for measuring SCRM affect, by organization size

■ Sm (fewer than 100 emp)　　■ Med (100 to 1,000 emp)　　■ Lg (more than 1,000 emp)

	Have a process for measuring the customer impact of our SCRM solution	No process for measuring customer impact but plan to implement one next year	No process for measuring customer impact and no plans to implement one
Sm (fewer than 100 emp)	32%	51%	14%
Med (100 to 1,000 emp)	21%	63%	13%
Lg (more than 1,000 emp)	49%	37%	11%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

MARKETER INSIGHTS ON BUSINESS NEEDS SCRM FULFILLS

Q. Please tell us about the business needs you are trying to solve with your SCRM solution.

- Increasing brand preference score, which we call "Net promoter score."

- Promote interaction of existing customers to (a) subsidize support, (b) increase value for client by allowing them to leverage their peers, and (c) identify product opportunities. Eyes probably will not turn to meaningful measurement comparisons until 2012, as site matures during 2011.

- Keeping our brand ambassadors energized and talking to and about us, as well as gathering intelligence on what is working and what needs attention.

- Maintaining a relationship with our supporters is critical to financial success. Our supporters have a personal connection with our mission. Everything we can do to enhance that relationship is important, even critical, to our very existence.

- Increase list names, build database of active prospects with the result of converting to customers.

- Better data means we can communicate with customers more effectively and attract prospects that are better qualified.

- Getting all our systems to work together to provide meaningful data and opportunities is really a challenge.

- Currently in the process of learning a new system called MBS2. It researches, creates, tracks, and has analytics.

- We are trying to increase dialog between customers and our staff so that we can predict customer long term needs.

CHAPTER 8: SOCIAL MARKETING SUCCESS – SIX CAMPAIGNS THAT INCREASED SALES

CASE BRIEFING: SOCIAL MEDIA GIVEAWAY CAMPAIGN LIFTS SALES 15%

Abridged Case Study ID: 31543
Location: MarketingSherpa Member Library
Summary: How Moosejaw, an outdoor gear and apparel retailer, created a product giveaway campaign that required social media users to engage on Facebook or re-Tweet messages on Twitter to qualify for drawings.

CHALLENGE

Moosejaw's devoted customers – particularly the younger segments – often connect with the brand though multiple channels, such as Twitter, Facebook, email and mobile SMS. The team made a decision late last year to connect with and reward these highly-engaged, under-30 customers through multiple channels.

CAMPAIGN

The Moosejaw team created a 20- day giveaway campaign and used social media channels to encourage the audience to connect with the brand there and share the information with friends. The team's marketing approach and brand is somewhat nonsensical, and their audience loves it, so prizes such as a fabled wooden squirrel and a random inflatable zebra were included in the giveaways. The contest concluded with a grand prize of a $1,000 shopping spree.

The team ran the contest through Facebook and Twitter. To enter the contest, a person had to comment on a thread announcing that day's giveaway in Facebook, or re-Tweet a message on Twitter. After an announcement, the team accepted entries for a very limited time, such as 30 or 45 minutes. They gathered the entries and used a random number generator to select winners. Some giveaways could only be entered through one channel. Other contests allowed entries from both Facebook and Twitter. The team wanted to encourage people to follow the brand on both channels.

The contest generated a deafening buzz on the team's social media pages. People asked questions, begged to win prizes and talked about the products and the brand. Having team members to respond to these messages was essential to keeping the process running smoothly and keeping the audience happy.

RESULTS

- Moosejaw captured 31% more Facebook fans, bringing their total to more than 20,000.
- They also captured 45% more Twitter followers during the effort, bringing their total to 5,600.
- Sales for products the team used as prizes increased 10% to 15% during the effort.

CASE BRIEFING: REACHING INFLUENCERS VIA SOCIAL NETWORKS AND ADVERTISING

Abridged Case Study ID: 31729
Location: MarketingSherpa Member Library
Summary: How Things 4 Strings launched a grassroots marketing effort to break into a niche market, excite its influencers and, most importantly, sell products.

CHALLENGE

Things 4 Strings designs accessories for beginner violin and cello players that encouraged proper bow technique – a long-standing source of frustration. To reach this market, the company had to reach its influencers: professional cellists and violinists who also taught students.

CAMPAIGN

Things 4 Strings developed a strategy to reach instructors and players directly through string players' conferences, online forums and social networks to convince them to try their product. Before they began marketing in full force, Things 4 Strings had to manufacture, patent, and package the product and design its website. After various snags and false starts, she eventually had the product packaged and in hand, and the website developed.

With the product and website established, they set out to spread the word among the players and teachers. They felt a grassroots marketing approach was the best way to initially promote to this tight-knit market, and used the following channels:

- Facebook
- Online forums

The products' sales and industry attention were gaining traction. Things 4 Strings added a small-scale media plan to complement their networking. The team launched campaigns in the following channels:

- Facebook Advertising
- Print advertising
- Online display ads and sponsorships

RESULTS

Since launch in August, the team has realized a steady increase in sales, and widespread industry appeal. Sales increased 23.34% in six months, and increased 29.84% in the subsequent four months.

- The website had a conversion rate of 3.2%, which does not include telephone orders.
- 35% of the websites visitors came from Facebook after the team increased its advertising budget in the network. Facebook was the most impactful online advertising channel, followed closely by online forums.

CASE BRIEFING: SOCIAL MEDIA, VIDEOS AND CONTEST CHANGE BRAND PERCEPTIONS

Abridged Case Study ID: 31698
Location: MarketingSherpa Member Library
Summary: How Regus, a temporary office space provider, designed an edgier marketing strategy to counter their image as a high-cost, unattainable solution for New York City startups and entrepreneurs.

CHALLENGE

Having a high-end, prestigious brand is usually a good thing -- unless that image is preventing you from attracting certain desirable prospects. The Regus marketing team was tasked with developing priority campaigns to boost revenue and occupancy in a handful of specific markets, including Manhattan.

CAMPAIGN

The team focused its lead-generation campaign on startups, entrepreneurs and small or sole proprietor consultants. Connecting with these smaller, "scrappier" companies required new messaging delivered through new media. The integrated campaign included:

- A sweepstakes
- Viral videos
- Social media outreach
- In-person events

The team created a sweepstakes as one of the anchor elements of the campaign. The contest offered one year of rent-free, furnished office space in a Regus building in NYC.

Another anchor element of the campaign was a series of online videos that positioned Regus as an option for small, startup companies. The three videos offered a lighthearted take on the problems entrepreneurs and startups face when trying to conduct business without a permanent office.

The team incorporated social media as a key channel to spread word about the sweepstakes and videos -- and to engage with their entrepreneurial prospect base. They created new accounts and developed specific communication strategies for the following social networks:

- Facebook
- Twitter
- LinkedIn

The team also participated in old fashioned, in-person networking with its target audience by sponsoring nine business events in New York City. Rather than hosting the events themselves, the team partnered with established small business organizations in the city.

RESULTS

- An overall 30% increase in lead flow, spiking to 60% during the height of the 90 day campaign
- A 33% conversion rate on leads generated through the Web, compared to a 12% rate in 2008
- A 114% increase in revenue generated, compared to the same period the year before

Case Briefing: Product launch campaign 'localizes' a brand on social media

Abridged Case Study ID: 31608
Location: MarketingSherpa Member Library
Summary: How New Belgium Brewing Company launched a new product by using social media to emphasize their brand's local connection to customers.

CHALLENGE

The craft beer market was growing for India Pale Ale (IPA). The IPA New Belgium was about to launch had to taste fantastic, and the marketing would have to make the product stand out in a very crowded category.

CAMPAIGN

After spending about a year perfecting their beer, the team was ready to build their launch campaign. They decided to combine online and offline tactics using a microsite, Facebook, and in-store displays and events to help make a local connection between the brand and consumers in its 26-state distribution area.

The team needed to capture attention at points-of-sale. Otherwise, customers would walk past their beers without a glance. In-store events served this purpose.

Craft beer drinkers often support locally-owned brewers. They thought connecting consumers with their local reps - "beer rangers" - would help localize the brand and capture more customer sentiment.

The team had more than 70,000 fans, or "likes," for their Facebook page. They wanted these fans to connect with local sales reps on Facebook, so they added an interactive map to their profile.

Other localized elements of the campaign included:

- A photo upload tool that allowed fans to paste their face on a ranger, making it appear as if the consumer was in uniform. Visitors could share the image on Facebook.
- A humorous video of three team members dressed as forest rangers, performing a rap song about the company and the beer.
- Rangers' profiles were added to Facebook for the majority of local sales reps.

RESULTS

- The team passed their three-month sales goal within six weeks of the launch.
- They gained about 7,000 fans to their Facebook profiles within the first week, helping to connect customers with their local sales reps.
- About 100,000 unique visitors arrived at the microsite in the campaign's first two months. They typically stayed for 5 to 7 minutes each.

CASE BRIEFING: INTEGRATED SMS, SOCIAL AND EMAIL CAPITALIZES ON WEATHER EVENT

Abridged Case Study ID: 31511
Location: MarketingSherpa Member Library
Summary: How Eldorado Hotel Casino Reno took news of a major snow storm and turned it into a ski package offer that kept customers booking rooms.

CHALLENGE

Demand for rooms in a luxury hotel and casino can sway with the winds. So when the marketing team got word that a storm was about to drop several feet of snow, they knew it had the potential to drastically cut hotel bookings. Their challenge was turning the snowstorm from a threat into an opportunity.

CAMPAIGN

The team knew the storm would stop many Californians from traveling to Reno. Skiing and snowboarding enthusiasts, however, would be more likely to make the trip, especially if the team made a compelling offer. The team secured a bulk rate on ski passes to a nearby resort and passed the discount on to customers.

The team purchased pay-per-click advertising in major search engines to promote the offer. Targeted keywords included phrases related to ski packages and the team's brand terms.

The team wanted to promote the offer in a channel that would have an immediate impact. They spent most of 2009 building a list of SMS alert subscribers and decided to first promote the offer to that list. They crafted the following message to promote the offer: "Eldorado: There's a foot of fresh powder in the mountains & what better way to celebrate than a ski/snowboard package for $99! Call [phone number] today, ski tomorrow"
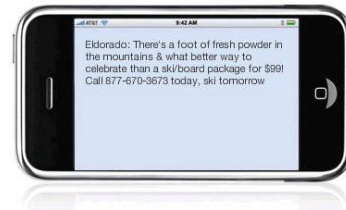
The team also maintains fans and followers in Facebook and Twitter.
They sent updates to their profiles about three days after sending the SMS message. Their message: "Let it snow! There's over a foot of fresh powder in the mountains and we're offering a Ski/Board Package from…"

While other channels have quicker response times, the team knew their email list would provide the most impact. This is due, in part, because the list is several times larger than the team's SMS and social databases. The team sent an email promoting the packages one week after sending the SMS message.

RESULTS

The team sold 28% more ski packages in December than the rest of 2009 combined!

Using Web analytics and custom phone numbers to monitor performance, the campaign revenue breakdown by channel was:

- Email: 56%
- Website: 25%
- Mobile: 14%
- Social: 5%

CASE BRIEFING: ONLINE FORUM BRAND BUILDING AND GIVEAWAY OFFER GETS 83% CTR

Abridged Case Study ID: 31456
Location: MarketingSherpa Member Library
Summary: How Nitto Tire, a tire manufacturer, helped build their brand and consumer demand by promoting a giveaway offer across several online forums.

CHALLENGE

The Nitto Tire marketing team once relied on print advertisements to create demand for its tires, which are sold through distributors. Today, consumers who enjoy customizing their vehicles are much more likely to use online discussion forums to keep track of industry trends and new products. In response, the team changed direction by developing a unique marketing approach to reaching its audience in online forums.

CAMPAIGN

The team began by creating four high-quality posters that featured performance vehicles fitted with Nitto tires. The posters have a branding tag in the lower right corner that says "Nitto: Powered by Enthusiasts." They ordered 3,000 copies of each poster for the branding campaign. The team then created giveaway for the posters and promoted it through several online forums that attract high-performance car enthusiasts.

The team targeted forums specific to the cars featured in the posters. This approach ensured that the forums' users would be interested in the giveaway. Within these forums, the team was able to post the offer into twelve forum categories. Since the team was posting to multiple forums, they wanted to customize posts for each outlet. In this case, they created four forum posts, one for each vehicle.

The team worked with an agency that had relationships with forum operators to have their posts highlighted in appropriate discussions. The posts were given "sticky" status, allowing them to remain at the top of the forums for one week.
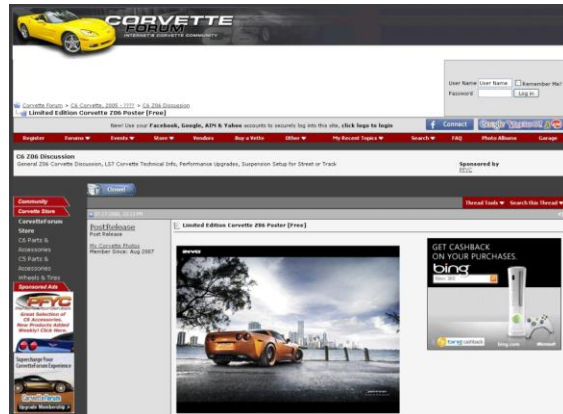
RESULTS

Nitto Tire achieved extremely high clickthrough rates resulting in one poster selling out in less than three hours. The clickthrough rates from the two of the forum posts to their corresponding landing pages:

- 83% in Corvette forums
- 80% in BMW forums

The team received requests for 3,893 Corvette posters and 3,509 BMW posters. The results were similar across the targeted Audi and Nissan forums.

CHAPTER 9: AGENCY PERSPECTIVES ON THEIR CLIENTS' SOCIAL MARKETING CAMPAIGNS

"We have gone from none of our clients interested in social media management campaigns to it being our number one B2B product. We need to do it better and be the experts for our customers and we look to sites like MarketingSherpa to help us do that." - Agency insight on client campaigns

THE PROMISE OF SOCIAL MARKETING ROI DRIVING CLIENT INVESTMENT

Q. Which statement best describes how your typical client organization perceives social marketing's ability to produce a return on investment (ROI) at budget time?

Chart: How clients perceive the value of social marketing at budget time
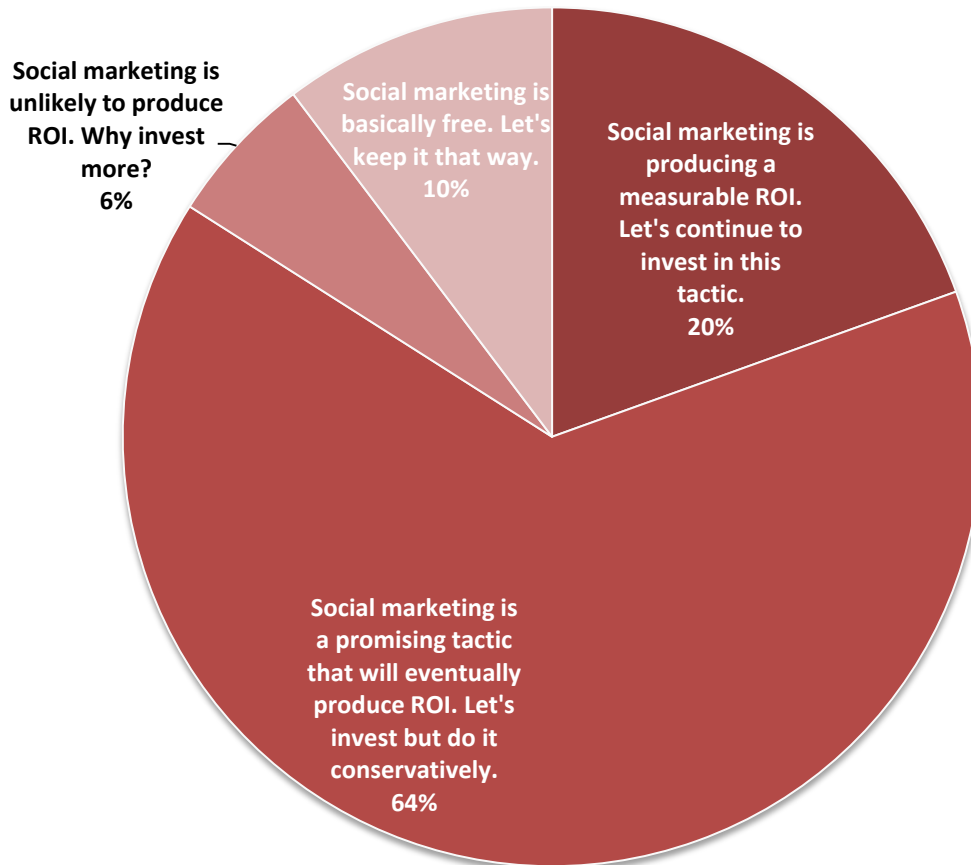
Social marketing is unlikely to produce ROI. Why invest more?
6%

Social marketing is basically free. Let's keep it that way.
10%

Social marketing is producing a measurable ROI. Let's continue to invest in this tactic.
20%

Social marketing is a promising tactic that will eventually produce ROI. Let's invest but do it conservatively.
64%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

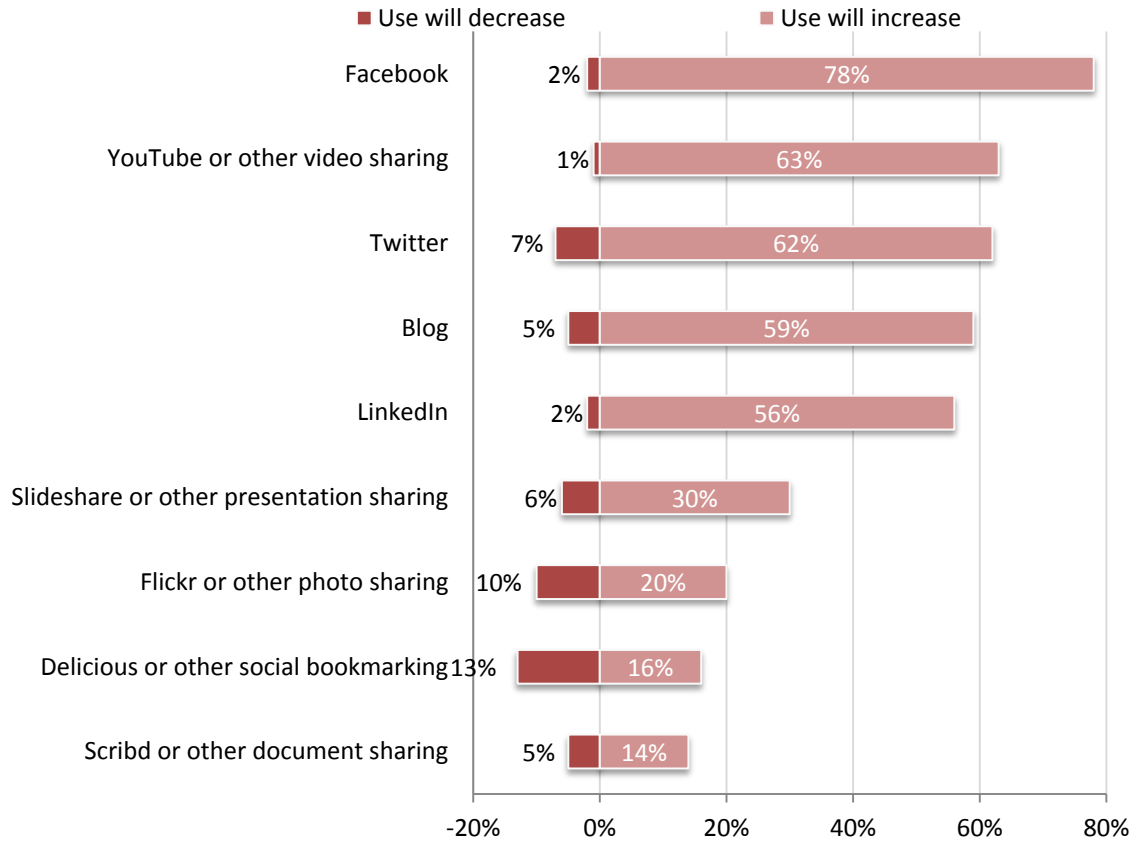How agencies and consultancies think their clients perceive social marketing's ability to produce ROI is remarkably on target. Twenty percent of CMOs – the senior executives responsible for hiring agencies – perceive that social marketing is producing measurable ROI for their organizations, which will drive continued investment in this tactic. Agencies and consultancies responded with the same percentage.

AGENCIES EXPECT 78% OF CLIENTS TO INCREASE SOCIAL SPENDING UP TO 50%

Q. At what rate do you expect your typical client organization's expenditures on social marketing to change from 2010 to 2011?

Chart: Year-to-year change in social marketing spending
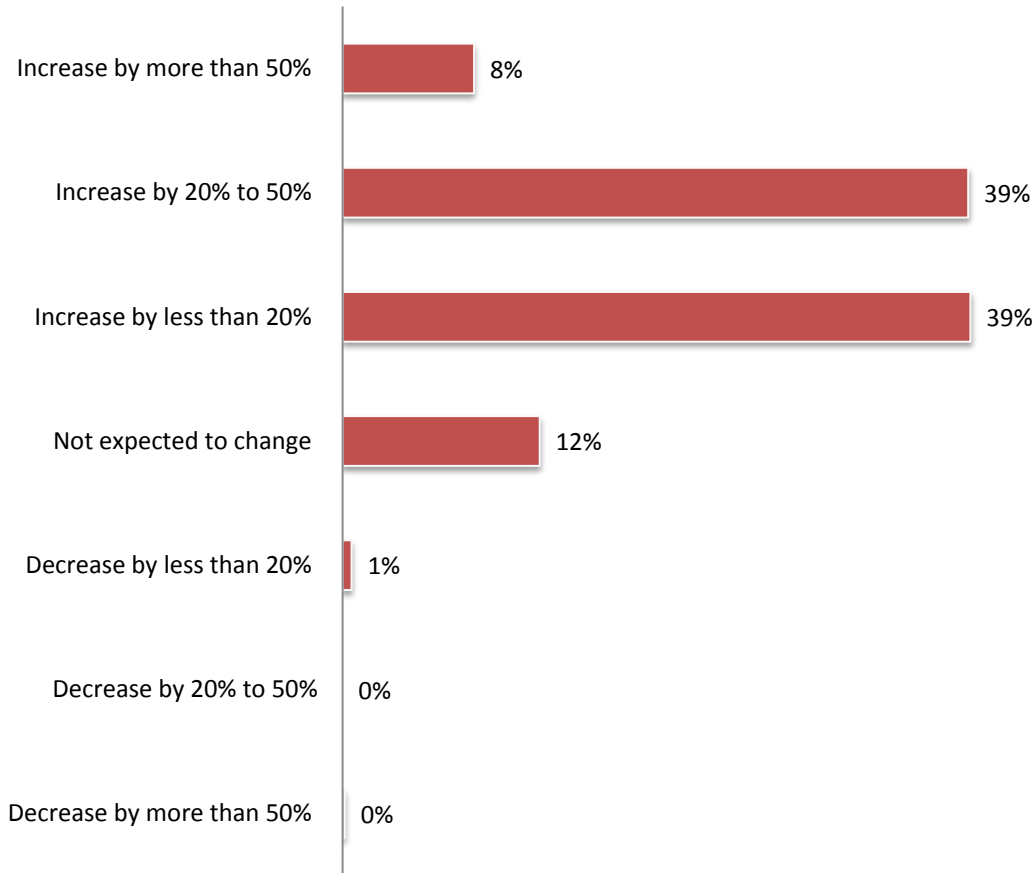
Increase by more than 50%	8%
Increase by 20% to 50%	39%
Increase by less than 20%	39%
Not expected to change	12%
Decrease by less than 20%	1%
Decrease by 20% to 50%	0%
Decrease by more than 50%	0%

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

While agencies and consultancies were accurately able to read the minds of clients regarding the perception of social marketing's ability to produce ROI, their crystal ball is not as accurate when it comes to client spending on this tactic in 2011.

Seventy-eight percent of agencies and consultancies expect their clients to increase expenditures on social marketing by up to 50 percent, as opposed to only 52 percent of clients planning to be as generous as agencies and consultancies expect.

Social marketing spending growth is eminent, but some clients are reluctant to change.

"We have used social media in a limited fashion for clients. We believe in it and know that it works but convincing clients of that is another story. This should be an interesting year of change for our clients." – Agency insight on client campaigns

TACTICAL EFFECTIVENESS

Q. Please indicate the level of effectiveness (in terms of achieving objectives) for each of the social media tactics a typical client organization is using.

Chart: Agencies rate the effectiveness of their clients' social marketing tactics

■ Very effective ■ Somewhat effective ■ Not effective

Tactic	Very effective	Somewhat effective	Not effective
Optimizing social media sites to improve search engine rankings	30%	48%	10%
Building one-to-one relationships with bloggers, network moderators and other social influencers	30%	39%	13%
Moderating company branded or managed social networks (Facebook, LinkedIn, etc.)	29%	49%	11%
Posting content on company branded or managed blogs	27%	58%	7%
Including social sharing buttons on company branded or managed websites	24%	58%	9%
Uploading multimedia to content sharing sites (YouTube, Flickr, SlideShare, etc.)	24%	53%	10%
Posting comments with shortened links on company branded or managed microblogs (Twitter, etc.)	23%	49%	15%
Including social sharing buttons in email content	22%	50%	16%
Advertising on blogs, social networks or other social media sites	12%	41%	23%

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Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

"We educated our clients on the effectiveness of social media as a platform for listening and communicating the brand message across its customers and potential users. We conducted online contests using Facebook and Twitter with great success. The time to reach thousands of customers is now within seconds of our postings. And it echoes as re-Tweets and "likes" beyond our expectations."
- Agency perspective on client campaigns

TACTICAL INTEGRATION

Q. To what extent does your typical client organization integrate social media tactics into the marketing mix?

Chart: How client organizations integrate social media with other tactics
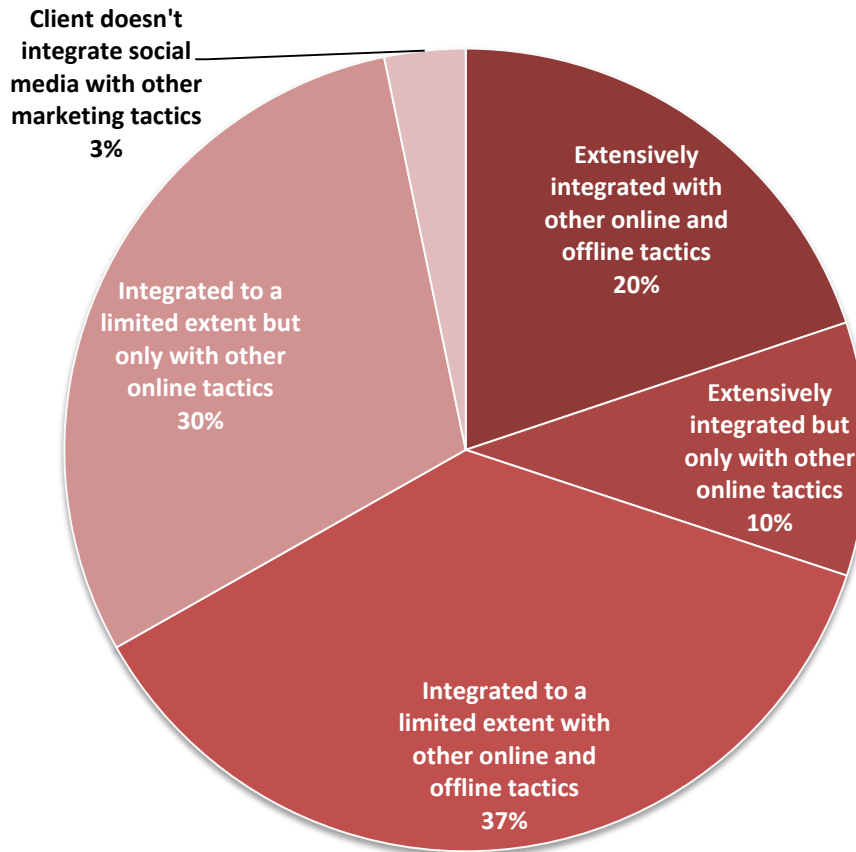
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Physically integrating social media with other online tactics is, in most cases, relatively simple for agencies and their clients alike. A blog link to content on a website, for example, or adding social sharing buttons to an email is all it takes. For this reason, very few clients do not integrate social media with other tactics, according to their agencies.

SOCIAL MEDIA PLATFORM USAGE

Q. Based on the marketing effectiveness of social media platforms used by your typical client organizations in 2010, how will the use of these platforms change in 2011?

Chart: Clients will substantially increase the use of top social media platforms in 2011

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Agencies and consultancies believe their clients will increase the use of social platforms in 2011 based on the effectiveness of these sites during the previous year. Their clients echo this trend.

AGENCY INSIGHTS ON CLIENT CAMPAIGN STRATEGY AND TACTICS

Q. If your agency has achieved an extraordinary result for a client organization, please briefly describe the campaign strategy and tactics.

- Last year a small client set up their YouTube channel and posted several educational videos without any optimization. We set the channel up properly and optimized the videos. The result was a 3x increase in viewings and 2x clicks to their website in the first month.

- One of our clients is a personal injury lawyer with a goal of competing with the top injury lawyers that are currently plastered on all the buses and billboards in the Salt Lake City area. Our approach to Social media was to engage users in a charitable cause that is close to our client's heart. We sponsored a $10,000 Facebook drive, where the attorney will donate $1 for every Facebook like to Shriners Hospitals for Children, up to $10k. As a result, the local community is responding positively and they are engaged in sharing the cause with friends online. We have also been able to spotlight the drive through local TV news segments and newspapers, to increase awareness about the client (and of course, the drive). As an overall branding and brand awareness campaign, it has been a success. As for direct results, we track response and website traffic with unique phone call tracking numbers and we have noticed an increase in phone calls but can't accurately determine whether the social media campaign has had a direct effect to revenue, just yet.

- We have recently utilized a combination of Facebook and Twitter with traditional press release and media outreach to launch a new multi-tenant housing development. Followers were immediate and overall buzz generated has been very positive boding well for community acceptance during construction.

- We have been able to generate room bookings for a luxury hotel brand through social media. This has given them the confidence that the medium is definitely worth investing in.

- We educated our clients on the effectiveness of social media as a platform for "listening and communicating" the brand message across its customers and potential users. We conducted online contests using Facebook and Twitter with great success. The time to reach thousands of customers is now within seconds of our postings. And it echoes as re-Tweets and "likes" beyond our expectations.

- We created a challenge in which contestants were asked to sign up for email and take a survey to win. A second prize was offered for the most shares. We implemented advanced analytics to track. Metrics included email subscriber acquisition, dollar values assigned to various levels of comments, emails sent, shares and sales. ROI analysis so far about 155 percent.

- We introduced a client (small software company) to social media in 2009, and the CEO took charge of the effort personally. Today fully 50% of their revenue is directly or indirectly attributable to the social media.

- Utilizing Facebook as a hub, a client was able to draw attention to their digital media abilities through a pro-bono social responsibility campaign where they revamped the digital media presence of a nonprofit. This, in turn, landed a rather large client for a full digital media overhaul in a specific vertical they had been targeting for some time.

- Automated content syndication from a client website via segmented Twitter streams has increased relevant traffic by 300 percent.

- We used blog content augmented with YouTube videos and promoted via Tweets and other social media to increase website traffic by 400% within four-month period. Impact on business was to contribute to practice growth and job creation in the worst recession on record. Practice in question is a midsize physical therapy clinic.

- One example rose out of a need to manage the reputation of the law firm's managing partner who garnered some bad press over a little disagreement he had with someone who knew their way around the Web. We launched an all out campaign to widely distribute content, including international outlets and to interact on networks building an individual and company presence on Facebook, Twitter, Linkedin and a few peer-to-peer networks. We made a few account name changes, substituting the partner's name for the firm's name that immediately made an impact in search results and pushed the offending material down in the results, but not entirely to our satisfaction. We created a branded blog using the partner's name for the URL (we were lucky to have reserved this years ago). We made a greater push for article placement, sound bites and quotes via traditional media outlets that got picked up and that we can link to on social media streams. The outcome, though not complete, has really boosted our visibility and not surprisingly our friends, fans, and followers. We are moving into syndicated podcasting and just finished producing several short videos covering substantive topics related to a niche practice area. These will be distributed via You Tube, the firm's website, email newsletter, etc.

- As a mandate we strive to include a "string of three" in all online marketing campaigns for our clients by taking a Tweet and directing that to a Web page that directs to a Facebook, Flickr, or company blogs. Any combination of the above forces planning for an objective, and it's that behavior we're teaching our clients to engage in and measure. These efforts are paying off on several levels including the POS.

- For several clients we have created company blogs which auto-feed into social media outlets, such as LinkedIn, Facebook and Twitter. Through creating this bridge, the company efficiently leverages content, increases Web traffic, and improves search engine results.

- When your social audience is small, leveraging influencers that have their own audience can broaden your reach and achieve new followers. The IT audience continues to be listeners online, not content creators. Feeding them content gets response, asking them to help create content doesn't. In certain integrated campaigns, social media exceeded ROI for cost/impression compared to online advertising. And lead generation was strong though should not be the primary focus of social activity.

- At this point, our biggest challenge is going to be creating a presentation that is effective enough to convince even the smallest, least sophisticated of our small retail businesses that they need to become educated in the value of using social media and HOW.

- A nonprofit agency focused on early childhood education was at risk of losing a significant amount of state funding due to budget shortfalls. We helped the agency use various social media and online communications to drive attendance at a rally at the state capitol, obtain support from various lawmakers and influential people, and garner more than 500 signatures on an online

petition that was delivered to legislative leaders reviewing possible budget cuts. Our client's funding was spared any cuts when the state's budget was finalized. All of these activities occurred within a two-week timeframe that would not have been possible without online communications.

- Website originated for lead generation is generating 30 opt-in leads per month with contact i.d. info. Generating more leads per month locally than the home office's primary branded website for branch business owners.

- For a manufacturer of fresh salad dressings, we built a microsite built around salad recipes. The site's functionality allows users to sort and rate recipes according to a variety of criteria. We helped leverage this asset across several social platforms (social networks, blogs, etc.) to build consistent membership and subscription to the program.

- Mid-sized candy manufacturing company uses social media linked across website, Facebook, Twitter, TV, radio and email campaigns; encourages email subscribers to "like" on Facebook and in turn encourages Facebook fans to sign up for email using email form embedded in Facebook tab. We have even used a short-term promo asking women to sign up their husbands for email to send them a "hint" email complete with coupon. Several hundred fans have done so, building their database and driving up sales 50% higher year over year

- We have used social media in a limited fashion for clients. We believe in it and know that it works but convincing clients of that is another story. This should be an interesting year of changes for our clients.

- My client's clients are the elderly, so at first glance there is no role for social media. But we have convinced them that many of their health care decisions are being influenced or made by adult children who DO use social media. 2010 was our first foray into blogs for caregivers and it seems to be gaining momentum for my clients.

- We have increased the quality of leads for a manufacture of defense related electronic products. A sub segment of a larger market, we used our go-to-market strategy of interactions not transactions.

- Traditional PR linked alongside Twitter, Facebook, YouTube, online links and uploads helped launch a retail product and sell out inventory including second orders at local retail stores in the holiday season 2009 - incredible results.

- The weekly food blog/e-newsletter we create for a local fresh food chain is getting a 32% clickthrough rate to the weekly online sales flyer. We think that's pretty impressive and our means of inspiring them to try other kinds of social media and content marketing.

- Still do not fully realize the benefits of integrating social media with my overall marketing efforts.

- Brand Page on Facebook, over expectations result. Target: Getting 2000 Likes (when a post is done on the page it will appear on the wall of the ones who clicked like) Implementation: Brand Page, default wall on load to a contest (which displayed different content for users who liked and users who didn't) - users who didn't yet, had to like in order to participate - users who did like were seeing a contest page when if they clicked they were taken to a Facebook app from which they
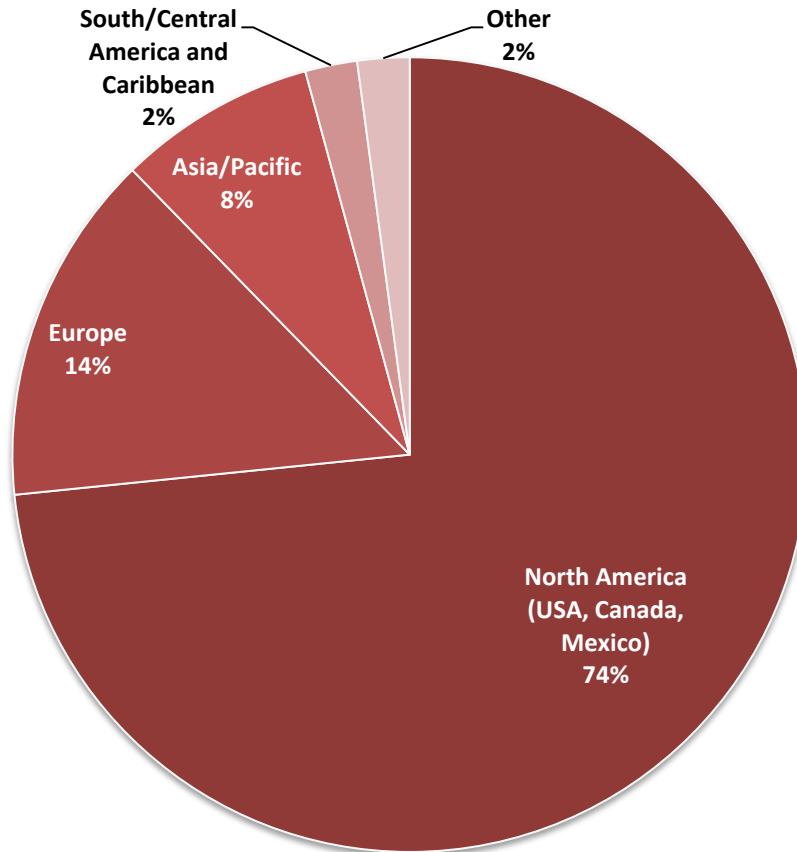
could send branded images to friends, in order to win some not so big prizes. Winners: - random from likes users, and a prize for the one who sent most invitations Results: 1 month: 5000 likes, 50.000 invitations sent (contact with brand) Observations: By making the A/B (liked tab/ not liked tab - app display) - increased the likes to the page - by setting two prizes (one for the users who liked and one for the most invitations) users performed both actions Extra Benefits, we also have an app with 2000 users we can use for other marketing purposes. Problems: Facebook limitations ... in the beginning of the app only few invitations could be sent, after the limit increased to 35, users were not satisfied with that. Not reliable for fair competition.

- We have a client who hugely embraced social media for their insurance agency. As a result they have been invited to blog, Tweet and write for other agencies and national organizations hugely increasing their exposure.

- We have had a lot of success targeting specific groups over Facebook with contests and sponsored giveaways. We run these contests entirely with Facebook ads, Facebook connect to login to enter, and Facebook posts to announce winners. Before the winners enter, we encourage (but don't require) them to watch a video, listen to a song, etc., for the sponsoring company.

APPENDIX

BENCHMARK SURVEY DEMOGRAPHICS

Chart: In which geographic region is your organization based?

South/Central America and Caribbean
2%

Other
2%

Asia/Pacific
8%

Europe
14%

North America
(USA, Canada, Mexico)
74%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342
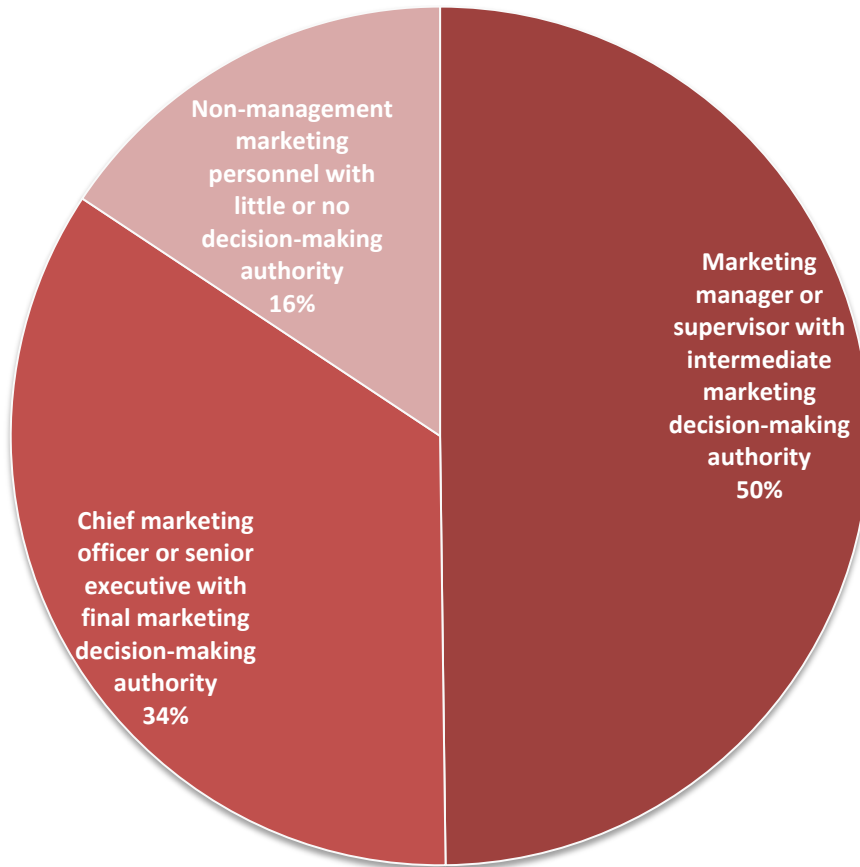
Chart: Which best describes the type of organization you work for?
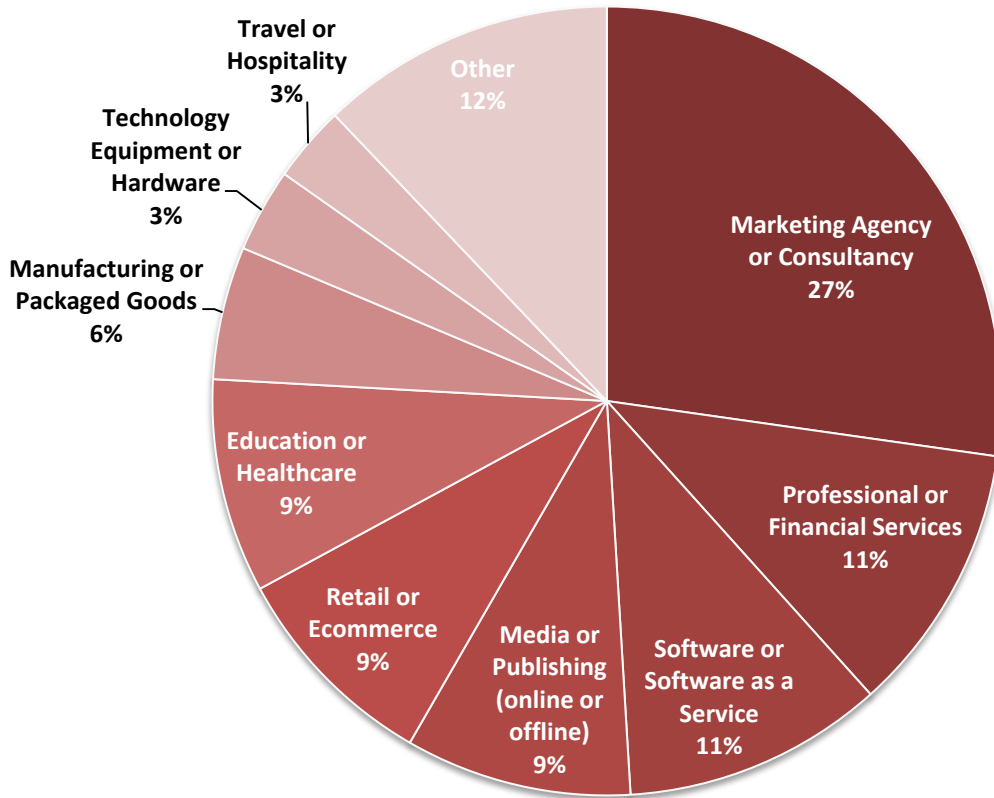
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Chart: Which best describes your organization's primary sales channel?
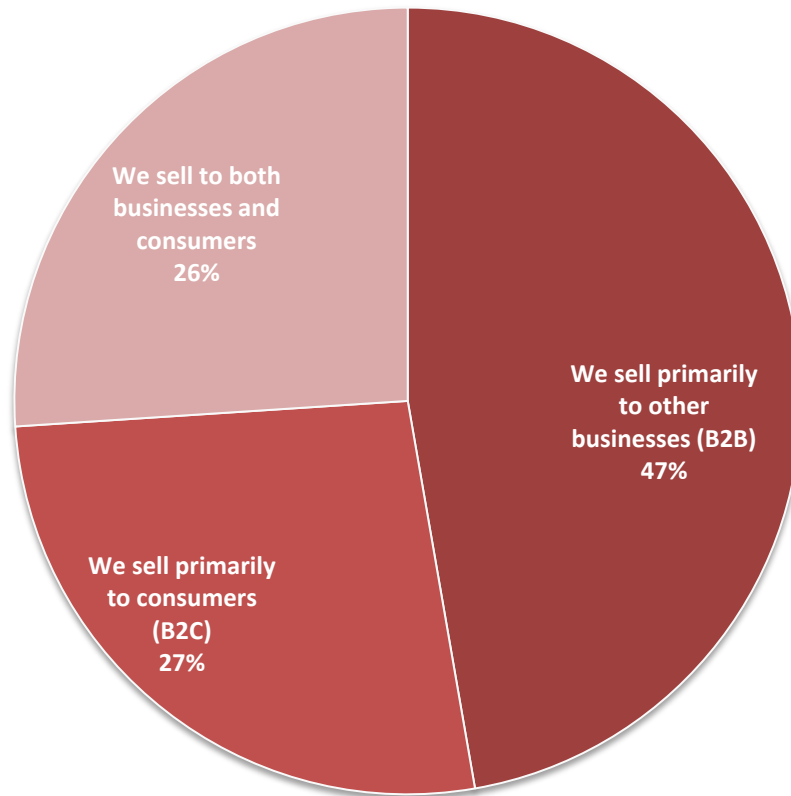
We sell to both
businesses and
consumers
26%

We sell primarily
to other
businesses (B2B)
47%

We sell primarily
to consumers
(B2C)
27%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Chart: Please select the approximate number of employees in your organization?
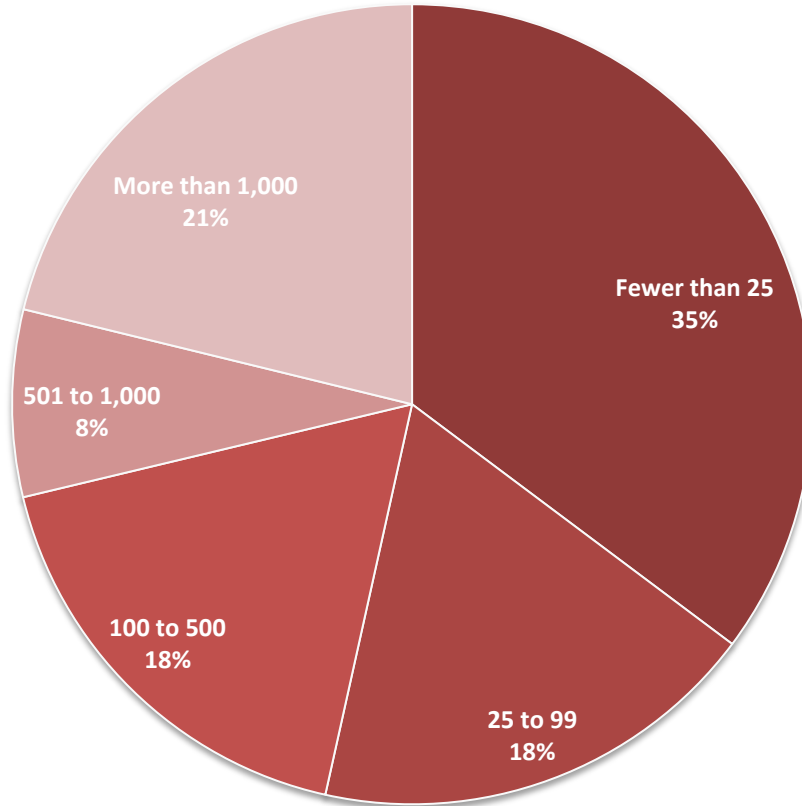
Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Chart: Which best describes your marketing role and authority in the organization?

Non-management marketing personnel with little or no decision-making authority
16%

Marketing manager or supervisor with intermediate marketing decision-making authority
50%

Chief marketing officer or senior executive with final marketing decision-making authority
34%

Source: ©2011 MarketingSherpa Social Marketing Benchmark Survey
Methodology: Fielded February 2011, N=3,342

Social media marketing glossary

An A-to-Z glossary of common social media marketing terms.

A

A-List Bloggers: The blogging elite with heaps of daily blog posts and many links to their blogs.

Above the Fold: The section of a Web page that is visible to a visitor without the need to scroll down.

Access: The ability to see what you are trying to view, e.g. accessing a friend's photo but not their profile.

Adsense: Google's pay-per-click, context-relevant program available to blog and Web publishers as a way to create revenue.

Adwords: The advertiser program that populates the Adsense program. The advertiser pays Google on a per-click basis.

Advertising Network: Sells ads across multiple publishers in order to optimize ad delivery based on the user rather than context, e.g. Adknowledge, RockYou, Social Cash, DoubleClick.

Affiliate: A partnership site that links back to your own site.

Affiliate Marketing: A partnership between a website owner (affiliate) and a retailer (affiliate merchant) where the website owner advertises the retailer on their site and receives a fee for every lead or sale generated.

Affiliate Network: CPA ads for multiple retailers across multiple publishers, e.g. Affiliate Window, TradeDoubler.

Aggregator: A Web-based tool or desktop application that collects syndicated content.

AJAX: An acronym for Asynchronous Java Script and XML, which represents a way to create real-time Web applications.

Akismet: Comment spam filter popular with WordPress blogs.

Alerts: Tool to get a search engine to tell you whenever a new page is published on the Web which includes your specific keyword.

Anonoblog: A blog site authored by a person or persons who do not publish their name(s).

API: An acronym for Application Programming Interface, which represents a computer system or application allowing for requests to be made of it by other programs and allows for data to be exchanged.

App: A program that performs a specific function on your computer or handheld device.

Archives: Most often an index page, often organizing posts or entries by either category or date.

AstroTurfing: A fake grassroots push to generate buzz or interest in a product, service or idea. Often this movement is motivated by a fee or gift to the writer of a post or comment, or may be written under a pseudonym.

Atom: A popular feed format used for syndicating content.

Authentication: Digital method of proof to authorize online activities.

Authorization: Permission to perform a desired action.

Avatar: A graphical image or likeness that replaces a photo of the author of the content on a blog.

B

Back Channel: Communications such as private emails or other messages sent by the facilitator or between individuals during public conferencing.

Badge: An image, usually squared and displayed on a blog, which signifies the blogger's participation in an event, contest or social movement.

Biz Blogs: Blogs that are written by companies and organizations to communicate with customers, partners and employees.

Bliki: A blog that can be edited by readers or an agreed group of collaborators – a combination of a blog and a wiki.

Blog: Editor-less Web publishing tool. e.g., WordPress, Blogger, MovableType.

Blog Digest: A regularly-updated summary of related blogs.

Blogging: The act of writing and/or posting content to a blog.

Blogosphere: General term for all the blogs on the internet

Blog Post/Entry: Content published on a blog. Entries may include pictures or embedded videos and URLs for online sources.

Blog Storm: Sometimes known as a "blog swarm," this is when bloggers write thousands of posts about a subject, in hopes of garnering mainstream media attention.

Blogroll: List of recommended blogs.

Boardreader: An aggregator of message boards and forum discussions.

Bookmarking: Saving the address of a website or item of content, either in your browser, or on a social bookmarking site such as del.icio.us.

Bookmarklet: A "faux" bookmark containing scripting code, usually written in JavaScript, that allows the user to perform a function.

Bulletin Boards: The early vehicles for online collaboration, where users connected with a central computer to post and read email-like messages. They were the electronic equivalent of public notice boards.

C

Campaign: A set of coordinated marketing messages, delivered at intervals, with a specific goal, such as raising funds for a cause or candidate or increasing sales of a product.

Canvas: The screen area that an application can use to serve content and features within a social network.

Categories: Pre-specified ways to organize content, such as a set of keywords that you can use, but not add to, when posting on a site.

Cause Marketing: A business relationship in which a for-profit and a nonprofit form a partnership that results in increased business for the for-profit and a financial return for the nonprofit.

Champions: A group of enthusiasts willing and confident to get things moving by posting messages, responding, and helping others.

Chat: Interaction on a website, with a number of people adding text items one after the other into the same space, most often in real-time.

Civic Media: Any form of communication that strengthens the social bonds within a community or creates a strong sense of civic engagement among its residents.

Cloud Computing ("the cloud"): A growing phenomenon of users who can access their data from anywhere rather than being tied to a particular machine

Cluster: Grouping of content with similar tags. e.g., Flickr Clusters

Collaboration: Ability to discuss and work with people across boundaries of organization, time and space. Activities like commenting, social bookmarking, chatting and blogging help develop the trust necessary for collaboration.

Communities: Groups of people communicating mainly through the Internet. They may simply have a shared interest to talk about or more formally learn from each other and find solutions. Online communities may use email lists or forums, where content is centralized. Communities may also emerge

from conversations around or between bloggers.

Community Building: The process of recruiting potential community or network participants, helping them to find shared interests and goals, use the technology, and develop useful conversations.

Compete: Provides Web analytics (i.e. unique monthly visitors to the site) and enables people to compare and contrast up to 5 different sites at a time.

Connect (Facebook Connect / Friend Connect): The ability to bring friends to existing sites. Also, the ability for existing websites to allow users to login with their Facebook or Google accounts.

Content: Text, pictures, video and any other meaningful material that is on the Internet.

Content Management Systems (CMS): Software suites offering the ability to create static Web pages, document stores, blog, wikis and other tools.

Context Ads: Advertisements placed directly inside or next to relevant content or features.

CPA: Cost-per-action. The publisher is remunerated based on specific actions the user does, such as in affiliate ads.

CPC: Cost-per-click. The publisher is remunerated when the user clicks on an ad link, such as in Google Adwords.

CPM: Cost-per-mile (per thousand impressions). The publisher is remunerated every time the user sees the ads, such as in DoubleClick ads.

CPI: Cost-per-install. A specific type of CPA where the action is the installation of a social application.

Creative Commons: A not-for-profit organization and licensing system that offers creators the ability to fine-tune their copyright, spelling out the ways in which others may use their works.

Crowdsourcing: Outsourcing to several competitors (usually individuals) and awarding a prize to the winning entry.

Cyberspace: A once widely-used, general term for the Internet or World Wide Web.

D

Dashboard: The administration area on blog software that allows users to post, check traffic, upload files, manage comments, etc.

Date-Based Archives: The archives of a blog, organized by timestamp. Nearly all blogs have some form of timestamp. Some list in weekly, but most on a month-by-month basis

Delicious: A social bookmarking site which allows users to quickly store, organize (by tags) and share favorite Web pages. Users may also subscribe to RSS feeds of other users and share a page specifically with another user.

Digg: Is a popular social news site that lets people discover and share content from anywhere on the Web. Users submit links and stories and the community votes them up or down and comments on them.

Digital Inclusion: An effort to help people who are not online gain access with affordable hardware, software, tech support/information and broadband Internet service.

Digital Story: A short personal nonfiction narrative that is composed on a computer, often for publishing online or publishing to a DVD.

Do-good Networks: Online communities aimed at societal improvement.

Domain Name: The identifying name of a website.

Dooced: A term associated with someone getting fired for content written in a blog post or website.

Drupal: A free, open-source platform and content management system written in php. It is often used as a "back end" system that powers community features on many different types of sites, ranging from personal blogs to large corporate and political sites.

E

e-Book: An electronic version of a traditional printed book that can be downloaded from the Internet and read on your computer or handheld device.

Ecosystem: A community and an environment functioning as a whole. The blogosphere can be viewed as an ecosystem.

Ecto: A standalone publishing application, allowing users to compose posts offline.

Edublog: A blog site focused on education, be it teacher, administrator, consultant or student.

Electronic Frontier Foundation (EFF): The leading civil liberties group defending users' rights in the digital world

Embedding: The act of adding code to a website so that a video or photo can be displayed while it's being hosed at another site. Many users now watch embedded YouTube videos or see Flickr photos on blogs rather than on the original site.

Engagement Ad: A display ad that includes interactivity specific to the particular social network.

Entry: An individual post or article published on a blog. These entries, while appearing in an index, are also Web pages unto themselves.

Event Blog: A blog specifically launched as a companion to an event.

Expression Engine: A robust content management system (CMS).

F

Facebook: The most popular social networking site in the western world, with close to 300 million members. Members' homepage streams can now be seen in a wide range of applications and devices.

Fair Use: A doctrine in U.S. law that permits limited use of copyrighted material without obtaining the permission of the copyright holder.

Feed: Online content served at regular intervals.

FeedBlitz: An RSS service that makes it easy for avid email users.

FeedBurner: A Google tool allowing websites, blogs and podcasts to gather content into a simple way for readers to subscribe.

Feed Reader: An aggregator of content, subscribed to by the user, so that specific content or search results arrives in their "reader."

Findability: Refers to being locatable. Has become a popular term in creating a findable, locatable and navigable presence on and across the Web and social networks.

Flash Mob: A group of individuals who gather and disperse with little notice for a specific purpose through text messages, social media or viral emails.

Flickr: A leading photo sharing and hosting site. Its members have uploaded more than 3 billion photos.

Folksonomy: Categorization taxonomy determined by democracy rather than by authority.

Forums: Discussion areas on websites, where people can post messages or comment on existing messages independently of time or place.

Friend (noun): A person with whom you have a mutually-agreed connection.

Friend (verb): The act of adding a person to your social graph on a particular social network.

Friend List: A user's personal sub-categorization of friends on a social network.

G

Geotagging: The process of adding location-based metadata to media such as photos, video or online maps. Geotagging can help users find a wide variety of businesses and services based on location.

Groundswell: A social trend in which people use technologies to get the things they need from each other, rather than from traditional institutions like corporations.
Groups: Collections of individuals with some sense of unity through their activities, interests or values.

H

Haloscan: A free commenting, ratings and trackback service for blogs and websites, allowing visitors to leave instant feedback.
Hashtag: A community-driven convention for adding additional context and metadata to your Tweets. Similar to tags on Flickr, Twitter users often use a hashtag like #followfriday to aggregate, organize and discover relevant posts.
Hat Tip: A public acknowledgment to someone (or a website) for bringing something to the blogger's attention.
Hits: A measurement used in Web analytics, often defined as *any request* for a file from a Web server.
Hyperlink: A navigational reference to another document or page on the Web.
Hyper-local Community: A group of people from a specific location who interact in online communities and use social media tools.

I

Identity: The general term for ensuring the correct representation of a particular individual on a Web application
Influencer: A person specialized in a specific subject matter and highly recognized in an online community that has the ability to sway others' thoughts
Instant messaging (IM): Chat with one other person using a tool such as AOL Instant Messenger, Microsoft Live Messenger or Yahoo! Messenger.
Internet newsroom: An area of a corporate website that communicates corporate messages and makes content available to the news media and the public.

J

K

L

Lifecasting: An around-the-clock broadcast of events in a person's life through digital media.
Lifestreaming: The practice of collecting an online user's disjointed online presence in one central location or site. Lifestreaming services bring photos, videos, bookmarks, microblog posts and blog posts from a single user into one place.
Links: The highlighted text or images that, when clicked, bring users from one Web page or item of content to another.
Listening: In the blogosphere, the act of skimming feeds to see what topics are discussed, and when an organization is mentioned.
Lurker: Someone who reads social media content but rarely contributes. The usual ratio is 1% creator, 10% commenter and 89% lurker.

M

Mashup: Combining two or more Web services to create something new, such as combining Twitter posts with Google maps to create TwitterVision.

Message Boards: An online discussion site; people looking to discuss particular issues or needing support post threads (a message) on the forum or message board in hopes to gain more information or start a conversation.

Metadata: Information — including titles, descriptions, tags and captions — that describes a media item such as a video, photo or blog post.

Microblogging: Is the act of broadcasting short messages to other subscribers of a Web service. On Twitter, entries are limited to 140 characters, and applications like Plurk and Jaiku take a similar approach with sharing bite-size media

Micro-philanthropy: Donations made in small amounts ($1, $5, $10, $20).

Moblogging: Posting to a blog via mobile phone.

Monetisation: The approach to making money from an online property, usually by display advertising, subscription, affiliate links, or context advertising.

Movable Type: A publishing platform created by SixApart.

Multimedia: Media and content in different forms such as videos, pictures, etc. Examples include YouTube and Flickr.

MyBlogLog: A Yahoo!-owned community and social networking site that tracks traffic and visits to member sites.

MySpace: An online social network. MySpace caters to artists and bands that enjoy the flexibility of creating an individual "look" for their page. MySpace allows users to "friend" each other and create groups.

N

Navigation (Nav): A menu of links or buttons allowing users to move from one Web page to another within a site.

NetNewsWire: A free RSS news aggregator for the Mac platform.

Network: A Facebook term for a broader social grouping such as a city, large company or university.

News Aggregator: A Web-based tool or desktop application that collects syndicated content.

News Feed: Throttled, filtered amalgamation of friend-generated stories.

NewsGator: An RSS company that offers its own Web-based feed reader and powers the feeds in Microsoft Outlook.

News Reader: Sometimes called a feed reader, RSS reader or news aggregator, this gathers the news from multiple blogs or news sites via RSS feeds, allowing users to access all their news from a single site or program.

Newsvine: An open source, community news service, which lets members customize news viewed by "seeding" articles or posting for others to view and rate.

NoFollow: An HTML attribute instructing search engines to not allow a hyperlink to a Web page to be influenced in ranking by that link. Originally implemented to combat certain types of search engine spam.

Notification: A low-importance message either generated automatically or as a result of a friend's action.

O

Online Advertising: One or a combination of CPA, CPC, CPM or Tenancy. Search is a form of CPC but is so large (Google Adwords) that it usually referred to separately.

Online Community: A group of people using social media tools and sites on the Internet.

OpenID: A single sign-on system that allows Internet users to log on to many different sites using a single digital identity, eliminating the need for a different user name and password for each site.

Open Media: Video, audio, text and other media that can be freely shared.

Openness: A measure of a user's tendency to share and collaborate – something aided by social media.

OpenSocial: A technology for deploying the same application across multiple platforms (MySpace, Friendster, Hi5 but not Facebook or LinkedIn).

Open Video: A movement to promote free expression and innovation in online video. With the release of HTML5, publishers will be able to publish video that can be viewed directly in Web browsers rather than through a proprietary player

P

Paid Search Marketing: The placement of paid ads for a business or service on a search engine results page. An advertiser pays the search engine if the visitor clicks on the ad (pay-per-click or PPC).

Permalinks: The permanent URLs to individual blog posts, as well as categories and other lists of blog postings.

Personal Media: User-created material; typically grassroots works such as video, audio and text.

Platform: The ability for third parties to serve additional applications to users, such as Facebook.

Podcast: A downloadable radio show designed to be listened to on a portable media device.

Podsafe: A term created in the podcasting community to refer to any work that allows the legal use of the work in podcasting, regardless of restrictions the same work might have in other realms, such as radio or television use.

Poke: Smallest unit of communication on a social network.

Privacy Settings: The ability to limit social content by network or friend lists.

Profile: The online representation of an individual's identity.

Property: A generic term for a page, application, widget or website.

Public Domain: A work that becomes available for public use when donated by its creator or when a previous copyright expires. A work in the public domain can be freely used in any way, including for commercial purposes.

Public Media: Any form of media that increases civic engagement and enhances the public good.

Q

Quantcast: Tool used to measure the amount of traffic a URL receives, as well as data about the readership (demographics, psychographics, etc.)

R

Readiness: A check on whether a user (or organization) is prepared to engage with social media.

Registration: The process of providing a username, password and other details when seeking to access a website that has otherwise restricted content.

Remix: Any work that takes elements from two or more media files and combines them to create a new piece of media.

Retention Loop: The application dynamic that encourages users to return regularly to an application.

Rich Media Ad: A display ad that includes video or interactive elements.

RSS (Really Simple Syndication): A Web standard for the delivery of content such as blog entries, news stories, headlines, images, video, that allows readers to stay current with information without having to

browse from site to site. RSS feeds let users subscribe to content automatically and read or listen to the material on a computer or a portable device.

S

Screencast: A video that captures what takes place on a computer screen, usually accompanied by audio narration. Often created to explain how a website or piece of software works, but can be any piece of explanatory video that strings together images or visual elements.

Search Engine Marketing (SEM): A series of online tactics that, when combined with SEO, helps to attract customers, generate brand awareness and build trust. SEM seeks to increase websites' visibility, chiefly through the purchase of pay-per-click ads and paid inclusion.

Search Engine Optimization (SEO): The process of arranging elements of a website to give it the best chance of appearing near the top of search engine rankings.

Sentiment: A level of assessment that determines the tone of an article, blog post, a company, etc.; usually positive, negative, or neutral.

Share: The act of sharing a piece of content with specific friends or connections.

Sidebar: A column (or multiple columns) along either or both sides of a blog site's main content area. The sidebar is often includes contact information of the author, the blog's purpose and categories, links to archives, honors and other widgets the author includes on the site.

Social Action: An interaction on a social network that triggers a story to be posted to a user's profile.

Social Ad: A display ad targeted to a particular social demographic (age, location, relationship status) or profile data (job, interests).

Social Bookmarking: A method by which users locate, store, organize, share and manage bookmarks of Web pages without being tied to a particular machine. Users store lists of personally interesting Internet resources and usually make these lists publicly accessible.

Social Capital: A concept used in business, nonprofit and other arenas that refers to the good will and positive reputation that flows to a person through his or her relationships with others in social networks.

Social Graph: An online representation of a real-world network of relationships. This is created only through mutual consent.

Social Media: Works of user-created video, audio, text or multimedia that are published and shared in a social environment, such as a blog, podcast, forum, wiki or video hosting site. More broadly, social media refers to any online technology that lets people publish, converse and share content online.

Social Media Optimization (SMO): A set of practices for generating publicity through social media, online communities and social networks. The focus is on driving traffic from sources other than search engines, though improved search ranking is also a benefit of successful SMO.

Social Network: An online environment to share, communicate and interact with friends

Social Networking: The act of socializing in an online community. A typical social network such as Facebook, LinkedIn, MySpace or Bebo allows you to create a profile, add friends, communicate with other members and add your own media.

Social News: Sometimes called social sites, these sites encourage users to submit and vote on news stories or other links, thus determining which links are showcased.

Social Tools: (sometimes called social software): Software and platforms, such as blogs, podcasts, forums, wikis and shared videos that enable participatory culture.

Social Utility: An editor-less, rules-based, social network.

Spambot: Automatic software "robots" that mass-post spam to a blog.

Splogs: Short for "spam blogs," these are blogs that do not provide their own authentic content.

Unscrupulous publishers use automated tools to create fake blogs full of links or scraped content from other sites in order to boost search engine results.

Status: Short character description of what a user is doing at a specific moment, e.g., "Sergio is writing a glossary of social media terms."

Streaming Media: Video or audio that can be watched or listened to online but not stored permanently.

Style or Style Sheet: CSS that determines the look/feel of a site.

Subscribing: The process of adding an RSS feed to an aggregator or newsreader.

Syndication: Allows blog content to be distributed online.

T

Tag Cloud: A visual representation of the popularity of the tags or descriptions that people use on a blog or website. Popular tags are often shown in a large type and less popular tags in smaller type.

Tagging: The act of allocating particular keywords to content, such as in Flickr photos.

Tags: Keywords added to a blog post, photo or video to help users find related topics or media, either through browsing on the site or as a term to make your entry more relevant to search engines.

Technorati Authority: Used to determine the number of times a keyword or URL are mentioned and linked in blogs.

Teleconferencing: A meeting held without being in the same place, using a network connection and tools like Voice over IP, instant messaging, video and whiteboards.

Tenancy (sponsorship): An ad displayed for a set period of time.

Terms of Service (TOS): The legal basis upon which you agree to use a website, video hosting site or other place for creating or sharing content.

Threads: Strands of conversation. On an email list or Web forum they will be defined by messages that use the use the same subject. On blogs they are less clearly defined, but emerge through comments and trackbacks.

Trackback: A facility for bloggers to leave a calling card, instead of commenting.

Troll: Someone who posts controversial, inflammatory, irrelevant or off-topic messages in an online community, such as an online discussion forum or chat room, with the primary intent of provoking other users into an emotional response or to generally disrupt normal on-topic discussion.

Tool: Software applications on your computer, and also for applications that are Web-based.

Transparency: Enhancing searching, sharing, self-publish and commenting across networks makes it easier to find out what's going on in any situation where there is online activity.

Tweet: A post on Twitter, a real-time social messaging system.

Tweetup: An organized or impromptu gathering of people who use Twitter. Users often include a hashtag, such as #Tweetup or #sfTweetup, when publicizing a local Tweetup.

Twitter: A popular social network, unveiled to the public in July 2006, that lets members post updates of no more than 140 characters. People often use Twitter to point to news stories, to raise funds for charity or other unexpected uses.

Twitterverse: Akin to blogs and the blogosphere, the Twitterverse is the community of people who use Twitter and the conversations taking place within that sphere.

U

User-generated Content (UGC): Stands for user-generated content, an industry term that refers to all forms of user-created materials such as blog posts, reviews, podcasts, videos, comments and more.

Unconference: A collaborative learning event organized and created for its participants, by its participants.

Update: A newsletter sent to fans of a specific social media page.

Upload: Transfer a file or other content from your computer to an Internet site.

URL: Uniform Resource Locator is the technical term for a Web address, e.g.,
http://www.marketingsherpa.com

V

Videoblog (or vlog): A blog that contains video entries. Often called video podcasting, vodcasting or vlogging.

Viral Loop: The dynamic that encourages one to share a property with friends

Viralocity: The number of new users gained for each user. A viralocity of 1 means for each user one new user is gained.

Virtual World: An online computer-simulated space such as Second Life that mixes aspects of real life with fantasy elements.

Voice over Internet Protocol (VOIP) Service that enables you to use a computer or other Internet device for phone calls without additional charge, including conference calls, e.g Skype.

W

Wall: Shared discussion board specifically about an individual and displayed on the individual's profile.

Warm Traffic: Sending users to your website that have already been engaged via a social page or app – e.g. "warmed-up" users who are more likely to convert to customers.

Web 2.0: Refers to the second generation of the Web, which enables people with no specialized technical knowledge to create their own websites to self-publish, create and upload audio and video files, share photos and information and complete a variety of other tasks.

Web Analytics: The measurement, collection, analysis and reporting of Internet data for the purpose of understanding who your visitors are and optimizing your website.

Web-based Tools: Google, Yahoo! and a host of other commercial organizations provide an increasing range of free or low-cost tools including email, calendars, word processing and spreadsheets that can be used on the Web rather than a desktop.

Webcasting: Refers to the ability to use the Web to deliver live or delayed versions of audio or video broadcasts.

Web Conferencing: Used to conduct live meetings or presentations over the Internet.

Web Feed: Such as RSS or Atom, which allow you to read, listen or watch new content on a blog or a website without having to revisit that site.

Webinar: Short for Web-based seminar, a webinar is a presentation, lecture, workshop or seminar that is transmitted over the Web.

Widget (sometimes called a gadget, badge or applet): A small block of content, typically displayed in a small box, with a specific purpose, such as providing weather forecasts or news that is constantly updating itself (typically via RSS). Widgets make it easy to add dynamic content to your site or blog.

Wiki: A technology designed to allow many different people to edit a Web page by providing an easily reversible audit trail of edits and changes. The best example of this in practice is the Wikipedia project.

Word-of-Mouth Marketing: Sometimes called grassroots marketing or conversational marketing, this is an umbrella term for dozens of techniques that can be used to engage and energize customers.

WordPress: A popular open source blog publishing application.

X

XML (Extensible Markup Language): An advanced language developed by the World Wide Web consortium (W3C) to complement HTML. HTML is about displaying information, while XML is about describing information.

Y

YouTube: A video sharing website where users can upload, view, share and comment on clips from TV, film and amateur videos.

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