

January 2018

SOCIAL MEDIA EFFECTIVENESS ROUNDUP

The amount of time individuals spend with social networks continues to increase, especially with the proliferation of newer platforms like Instagram and Snapchat. US adults averaged approximately 51 minutes of daily time with social networks in 2017. eMarketer has curated this Roundup of articles, insights and interviews to help you reach social media users effectively.

presented by



SOCIAL MEDIA EFFECTIVENESS ROUNDUP

OVERVIEW

Millennials are seemingly glued to social networks throughout their day, but US adults overall averaged 51 minutes per day on social platforms in 2017. Facebook's popularity across all age groups will be a big driver of time spent with social media, accounting for 25 minutes of daily time.

Average Time Spent per Day with Social Networks by US Adults, by Platform, 2014-2019

minutes

	2014	2015	2016	2017	2018	2019
Facebook	20	22	24	25	26	27
Instagram	3	4	6	8	9	10
Snapchat	2	3	5	6	7	8
Other	11	11	11	11	11	11

Note: ages 18+; time spent with each medium includes all time spent with that medium, regardless of device or multitasking; for example, 1 hour of multitasking on Facebook while using Snapchat is counted as 1 hour for Snapchat and 1 hour for Facebook

Source: eMarketer, Sep 2017

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Facebook penetration in the US is nearing saturation, so growth in time spent on the platform is slowing, having risen just 1 minute in 2017. By comparison, overall time spent on social networks increased by 5 minutes—coming primarily from expanded mobile social network usage driven by Instagram and Snapchat.

The average daily time spent accessing social networks via mobile device totaled 40 minutes in 2017, eMarketer estimates. Instagram and Snapchat each contributed to this total, at 8 minutes and 6 minutes, respectively. Both platforms' rapid audience expansion has resulted in time spent doubling from 2015. [Editor's Note: While eMarketer's estimate for time spent on Instagram includes desktop/laptop usage, its contribution to the number is minor.]

The common thread between Instagram and Snapchat's popularity is the platforms' visual-heavy content, specifically video. Mobile technology has dramatically improved and now offers fast delivery and better-quality video content via handheld devices. These developments are mainly responsible for Facebook's increase in mobile time spent.

Average Time Spent per Day with Facebook, Instagram and Snapchat by US Adult Users of Each Platform, 2014-2019

minutes

	2014	2015	2016	2017	2018	2019
Facebook	36	38	40	41	42	43
Snapchat	16	20	24	26	27	28
Instagram	18	20	22	25	26	27

Note: ages 18+ who use each platform at least once per month; average time spent with each medium includes all time spent with that medium, regardless of device or multitasking; for example, 1 hour of multitasking on Facebook while using Snapchat is counted as 1 hour for Snapchat and 1 hour for Facebook

Source: eMarketer, Sep 2017

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Last year, US adults devoted 19 minutes per day to Facebook's mobile app or browser site, up 2 minutes from 2016. [Editor's Note: Time spent viewing digital video on social media is not counted toward eMarketer's estimate of digital video time, but instead as part of social media time.]

It is worth noting that the average daily minutes spent on Instagram among its users—not the US population—totaled 25 minutes in 2017. By comparison, Snapchat's users spent 26 minutes on Snapchat. This indicates that while Instagram may see more total minutes across the US population, Snapchat is generating slightly more engagement among its user base. One advantage that Snapchat has over Instagram is its emphasis on messaging—a time-consuming activity in its own right.

The average time spent per day with mobile messaging apps among US adults has more than doubled since 2014—climbing from 4 minutes to 10 minutes last year. The impetus for growth was Facebook requiring its users to download Messenger for messaging via their platform. Additionally, the rise of feature-rich chat apps like WeChat and Snapchat has also contributed to this growth. While mobile messaging will not supplant SMS as the primary method of mobile communication anytime soon, it remains very popular among millennials. By 2019, US adults will spend 12 minutes a day mobile messaging. [Editor's Note: Time spent messaging on social networks like Snapchat is factored into time spent mobile messaging, as well as toward time on social networks. However, time spent messaging on mobile messaging-only platforms

like WeChat or Messenger is not factored toward time spent with social media, since their primary function is messaging.]

US adults' average daily time spent with other social networks totaled 11 minutes in 2017. These networks include—but are not limited to—desktop/laptop and mobile usage of Twitter, Pinterest, Tumblr, LinkedIn or any platform that features traditional social network content feeds.

Average Time Spent per Day with Mobile Messaging Apps by US Adults, 2015-2019					
	2015	2016	2017	2018	2019
Mobile messaging app time (hrs:mins)	0:06	0:08	0:10	0:11	0:12
—% change	60.0%	38.3%	15.2%	11.5%	8.5%
—% of total mobile app time	5.2%	6.3%	6.5%	6.7%	6.8%
—% of total mobile (nonvoice) time	3.5%	4.5%	4.9%	5.1%	5.4%
—% of total digital time	1.9%	2.4%	2.7%	2.9%	3.1%
Note: ages 18+; time spent with each medium includes all time spent with that medium, regardless of multitasking; for example, 1 hour of multitasking on desktop/laptop while using messaging apps is counted as 1 hour for messaging apps and 1 hour for desktop/laptop; includes time spent with over-the-top (OTT) messaging apps via mobile devices (browser or app)					
Source: eMarketer, Sep 2017					
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What Social Trends Are Marketers Paying Attention To?

Many are looking at social messaging and video

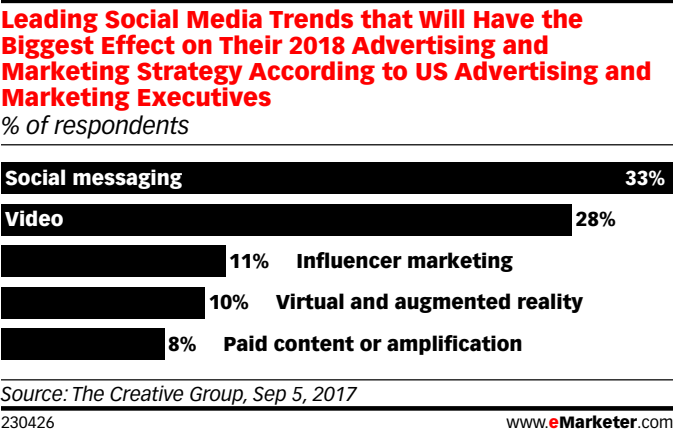
Social media provides marketers with an ever-growing litany of media options beyond just display advertising. But which are the most important?

A September 2017 study from The Creative Group polled 400 US advertising and marketing executives, asking them which social media trends they expect to have the greatest effect on their advertising and marketing efforts in 2018. A third said social messaging would sway their efforts in the coming year—the top choice among survey respondents.

And not surprisingly, 28% named video as another trend that would play a role in their marketing strategies next year.

Influencer marketing, which continues to draw a lot of media attention, was cited by just 11% of respondents as a social media trend that would have a large effect on ad and marketing strategies, while 10% named virtual and augmented reality.

A separate study by gen.video and Geometry Global, conducted in March and April 2017, found that nine in 10 social network users are influenced to make a purchase after seeing content on social media. And video has the greatest influence of all content types.



Nearly Half of Social Users Say Platforms Spark Purchases

Study finds Facebook most likely to inspire a purchase decision

According to a new study, nearly half of US social network users make purchases that begin on social sites, a finding that underscores the increasingly free-form path to purchase.

The August 2017 survey by visual commerce platform ViSenze found that close to one-third of US social media users say they make a purchase that begins on a social site about once a month. Nearly 15% of respondents said they make such purchases more frequently.

The survey is the latest to highlight social's role in the purchasing decisions of consumers. Social platforms have yet to live up to hopes that they will be strong drivers of direct sales, but a growing body of evidence makes clear that social touchpoints do contribute along the path to purchase.

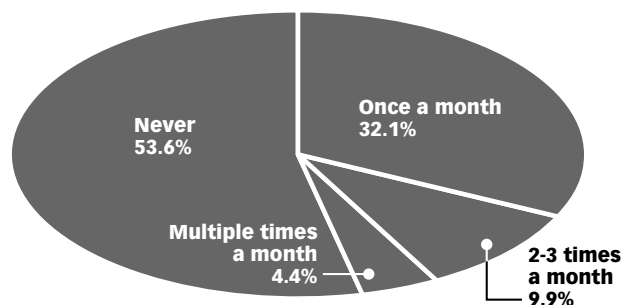
For example, ClickZ Intelligence and Catalyst polled US digital buyers in August 2017 about the sources that influenced their purchase decisions. The survey found that social media influenced roughly one-quarter to one-third of respondents' decisions on items ranging from furniture to baby care. Though social influence fell far short of other options, such as product reviews, the figures were not insignificant.

The ViSenze study asked about purchases that "begin" on social platforms—those that could be considered more akin to the original vision of true social commerce. Asked which social platforms were most likely to inspire a purchase decision, respondents scored Facebook considerably higher (31.8%) than Pinterest (16.4%) or Instagram (12.5%). Snapchat, the other option listed, registered below 2%.

A recent PwC survey on holiday shopping, which broke down results by age, found somewhat parallel results. US internet users ages 22 and older were the most likely to cite Facebook as influencing their holiday shopping. But younger shoppers—those ages 13 to 21—cited Instagram as having the most influence. And among these young shoppers, roughly one-third said Snapchat influenced their shopping.

Frequency with Which US Social Media Users Make a Purchase that Begins on a Social Media Platform, Aug 2017

% of respondents



Note: n=1,003 ages 18+

Source: ViSenze, "2017 Visual Commerce Report: Retail," Oct 19, 2017

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Sources that Influence US Digital Buyers' Purchase Decisions, by Product Category, Aug 2017

% of respondents

	Product reviews	Ecommerce sites (e.g., Amazon)	Search engines	Digital display ads	TV ads	Social media
Furniture or home decor	88%	83%	77%	61%	38%	25%
Home electronics	88%	82%	77%	49%	37%	23%
Pet care	81%	78%	63%	42%	41%	29%
Home cleaning	80%	70%	67%	44%	48%	32%
Baby care	78%	77%	71%	51%	43%	38%
Clothing	78%	78%	55%	48%	28%	19%
Personal care	77%	80%	66%	41%	40%	30%
Grocery	66%	63%	53%	39%	36%	26%

Note: ages 18+ who have digitally purchased each category in the past 12 months; responses of "important"

Source: ClickZ Intelligence, "The Age of Amazon: Maximizing the B2C Marketing Opportunity" in partnership with Catalyst, Oct 10, 2017

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How Social Platforms Are Using Video to Capture Audience Attention

Facebook, Snapchat and Twitter want a piece of the digital video advertising pie

Facebook, Snapchat and Twitter are embarking on a massive land grab for video content, hoping to drive increased usage and capture a greater portion of digital video ad revenues with familiar ad formats such as pre-roll and mid-roll.

"Consumers—particularly young people—are viewing video programming on more devices and in more destinations than ever before, and social platforms want to capture their attention," said Debra Aho Williamson, eMarketer principal analyst.

Video advertising has become an important revenue stream for social media properties. But they want more.

Being pigeonholed in the "social" bucket has stymied growth. The broader digital video ad business is something that all social properties have been lusting after.

eMarketer forecasts US digital video ad spending outside of social platforms to reach \$13.23 billion in 2017, up 23.7% from 2016. By 2021, spending will reach \$22.18 billion.

eMarketer does not include video outlays on social platforms in its digital video ad spending forecast, instead counting them in the rich media forecast. Rich media, which was a \$10.33 billion market in the US last year, includes such ad types as flash, JavaScript and video that does not appear as part of a video player.

Companies like Facebook "know their users have an increasing appetite for video content and are actively making a play for brand marketing dollars that would traditionally go to online video or broadcast TV buys," said Todd Silverstein, US head of performance marketing at Edelman.

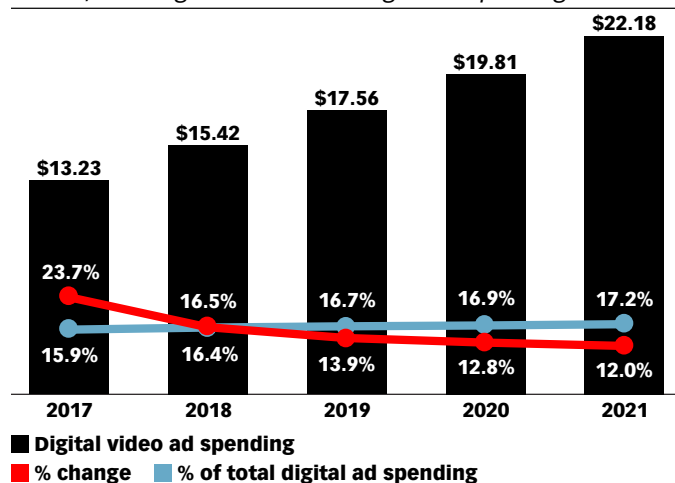
Although Facebook has deep pockets and an enormous audience, its success is by no means assured. Consumers today don't go there to watch shows, so Facebook must change their behavior by offering great programming and a winning video platform.

Meanwhile, Snapchat's "Shows" are quite short, benefiting its position as a place for creative, quick-hit content for young people. TV networks are the primary programming partners, and the ads use Snapchat's familiar vertical video format.

However, many marketers have yet to get comfortable with creating video ads on Snapchat. As the company continues to roll out programming, the challenge will be to convince them to develop for its unique format.

Twitter is relying on its real-time roots, emphasizing live and event-driven video content. Like Snapchat, Twitter has turned to a familiar format—its Amplify video publisher partner program—for delivering ads in its new shows. The company has a lot riding on its video initiatives, given its slumping user growth and resulting falloff in ad revenues.

US Digital Video Ad Spending, 2017-2021
billions, % change and % of total digital ad spending



Note: includes in-banner, in-stream and in-text; includes advertising that appears on desktop and laptop computers as well as mobile phones, tablets and other internet-connected devices

Source: eMarketer, March 2017; confirmed and republished, Aug 2017

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Is Organic Social Media Marketing Still Relevant?

It's change dramatically in the past few years

Once upon a time, social media marketing was very different than it is today. Marketers could open a page on Facebook, write a bunch of fun posts and watch the fan count go up. But that all changed when Facebook began drastically reducing the reach of organic (nonpaid) posts.

"While organic serves a key purpose within our broader strategy, we are very mindful that the creative must be top-notch to resonate, and that it strategically incorporates the proper hashtags to ensure relevance within the marketplace," said Tad Ehrbar, senior vice president of global consumer social media and content at Citi.

Others believe organic social is a waste of time and dollars—and they don't mince words.

"You might as well take your budget to the bank, cash it out in greenback \$20s, pile it up in the parking lot and light the money on fire," said Ogilvy's Marshall Manson.

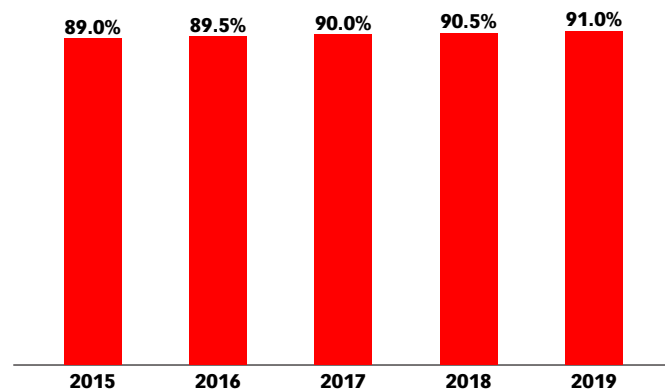
However, some marketers believe organic is not only still important, but perhaps more important than ever. They feel there are things organic can accomplish that paid cannot.

In fact, according to WeWork's director of social media Lia Zneimer: "Social media started because it was a conversation, and it was a way to react and respond directly—not only to your friends, but also to brands and to influencers and celebrities. I do think at the heart of it, there's something about community and connection that paid [advertising] can't replace."

eMarketer has spent the past few years documenting the rapid growth of paid social advertising. In 2017, US social network ad spending surpassed \$21 billion, and accounted for 25.5% of all digital ad spending. By 2019, social ad spending will top \$31 billion, making up 29.4% of digital ad spending.

And more than 90% of US companies with 100 or more employees will use social media marketing in 2018, eMarketer projects. This includes ads on social platforms as well as organic posts.

US Companies Using Social Media for Marketing Purposes, 2015-2019 % of total



Note: companies with 100+ employees; includes use of any of the proprietary public-facing social media tools for marketing purposes, including blogs, microblogs, photo- and video-sharing, podcasts, ratings and reviews, social games, social networks, virtual worlds, wikis, etc.; includes organic and paid functions
Source: eMarketer, Nov 2017

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Listen in!

For more on how social media has changed dramatically in the past few years, [check out an episode of "Behind the Numbers,"](#) featuring eMarketer principal analyst Debra Aho Williamson.

Why Three Top Marketers Tap Social Analytics

This post was contributed and sponsored by [Sysomos](#)

How are marketers using social analytics today? What problems were they initially looking to solve with it? What value are they getting out of it? What do they think of its future promise? We asked three of the most thought-provoking marketers—representing such impactful brands as Google, Georgia-Pacific and Pandora—to share why social analytics matter.

Katie Miller, Program Manager, The Cloud Developer Relations Team, Google

What insights do you look for in your social analytics?

Particularly for some of our major campaigns and initiatives, it's really important to understand the global footprint. What was the volume? How did it compare to similar campaigns? Did it reach the demographics we expected? And, what can we learn moving forward? We're not just interested in understanding how our own posts perform; we want to know what the larger conversation looks like.

What is the future of social analytics for your team at Google?

For our team, it will be taking it to the next level. We have done an excellent job identifying the upfront data points but we have an incredible opportunity to go much deeper in looking at the relationships between data and our larger product objectives.

Meg Fligg, Director of Social Media, Georgia-Pacific

What led Georgia Pacific to look for a social analytics solution?

It's very interesting that some of the conversations we thought people were having on social weren't happening. But there were others we didn't understand until we started listening. Some of these insights helped shape our campaigns today. For example, when it comes to our Dixie Paper plates, we had no idea how many times people were taking pictures of their plates and talking about food. This led to our #DarkforDinner campaign, which asks families to put away digital devices during dinner, focus on each other and then share a moment from their experience.

Are consumers interacting with your brands in social channels?

We are a set of brands who you wouldn't think would be interested in engagement. Who thinks about engaging with the Brawny Man? But when it comes to paper towels, it's something we want and need for people to feel strongly about when they get to the shelf. The way we do that is creating a voice in social media, a voice we hope people will remember.

Lauren Harper, Senior Manager of B2B Content and Social Marketing, Pandora

Why are social media analytics important to Pandora for Brands?

Pandora for Brands is new for Pandora, so we are trying to generate awareness of who we are and what we do. We're looking at how many times we are being mentioned, what people are saying, or figuring out if they are even talking about us.

How have social media analytics benefited Pandora for Brands?

We're a very data driven company—analytics inform every aspect of our marketing. Social is not any different. We want to make sure we're succeeding and that the effort we're putting into various campaigns is working and resonating with the people who are following us. We're able to determine the sentiment and distinguish Pandora for Brands from Pandora Music, Pandora jewelry or even Disney's Pandora. We're able to determine who is speaking to us and what they really care about. We're able to engage and interact on a whole other level because we're monitoring those conversations so closely with Sysomos.

Are you considering how to increase the effectiveness of social marketing? Social media analytics tools like those offered by Sysomos can enable a strategy for continually evaluating the performance of your social campaigns in real-time so you can turn data-driven insights into actionable customer engagement opportunities. To learn more, [visit sysomos.com](#).

CMO One-to-One: How Papa John's Uses Social Media to Change Brand Perception



Brandon Rhoten

CMO

Papa John's International

When he was vice president of advertising at Wendy's, Brandon Rhoten made a bold decision to embrace a sassy, aggressive tone in social media, tweaking competitors like McDonald's for the quality of their food and sending wisecracking responses to consumers on Twitter (and helping them as well: see #nuggsforcarter). Now CMO of Papa John's International, Rhoten spoke with eMarketer's Debra Aho Williamson about why he believes marketers can and should use social media to enact broad changes in brand perception.

eMarketer: What do marketers typically get wrong about the role of social media in changing brand perception?

Brandon Rhoten: The expectation that it happens quickly is the biggest enemy I have to fight. For brands that are good at it, it becomes part of their being as a marketing department. It isn't some outlying thing that one person does.

When you want to have a voice that's interesting—not tacky and invisible—it's a big change. Fundamentally, organizations don't get this stuff. It scares the hell out of them. But if you break the brand personality and start to see it affect your business positively, the attitude starts shifting dramatically.

"What's risky is being boring, because nobody notices you and you become irrelevant."

eMarketer: Why is it so important to develop a consistent brand voice on social media?

Rhoten: When you have 120,000 employees like we do, you can't have 120,000 personalities come through. The magic trick is to have a consistent, interesting, reliable brand on all your platforms, but especially on social media, where it's obvious that you're a bunch of disparate people in different departments if you do it wrong.

Nobody outside of a company cares that IT controls one thing, operations controls another thing and marketing controls another thing. They see a personality that's interesting and they want to pay attention to it. And therefore, they want to give that brand their business.

eMarketer: What have you done with Papa John's social media since you joined the company?

Rhoten: We're experimenting with a few things. Will an edgier voice work for Papa John's? Do we have to use offers as a primary means of communication, or can we back off of them even though consumers seem to demand it from our industry?

"You don't change someone's mind instantaneously. It's a relationship you build and a perception you shift over time."

eMarketer: How long will it take you to answer these questions?

Rhoten: It took two years at Wendy's to get to the point where we were nailing it [on social media] more often than not. You have to understand your brand voice, why consumers are there and why they want to interact with you. Fundamentally, why should they care about your brand? If you get better at it, they want to interact with you.

But in the first year, people internally and externally were freaked out by what Wendy's was doing on social media. There were articles about how it was ridiculous and risky. But what's risky is being boring, because nobody notices you and you become irrelevant.

eMarketer: How do you know what you're doing is working?

Rhoten: Before we set out trying to change quality perception, we develop a benchmark. Then we do the things we hope will change quality perception, and then we watch to see how the perception shifts. It's not hard to measure—you just have to figure out what to measure.

If you just look at sales results—if you say, “I sent a tweet yesterday. Did sales change?”—that's not how consumer relationships work on social platforms. You don't change someone's mind instantaneously. It's a relationship you build and a perception you shift over time. And that's what you have to measure—how that relationship changes and how that shift in perception happens.

Social Feeds Are Cluttered, but Citi Says There's Still Room for Brands

Tad Ehrbar

Senior Vice President, Global Consumer Social Media and Content
Citi

Consumers' social media feeds are overloaded with content, and creating thumb-stopping material is harder than ever. And while many brands like Citi have turned to paid advertising to stand out on social media, there are still ways to resonate with consumers organically. Tad Ehrbar, Citi's senior vice president of global consumer social media and content, spoke with eMarketer's Maria Minsker about the company's strategic approach to social media marketing.

eMarketer: What objectives does organic social media marketing accomplish that paid social advertising can't?

Tad Ehrbar: Reach, relevance and partnership. With regards to the latter, we have a tremendous number of partnerships that we need to support as part of our Private Pass consumer entertainment access platform. Organic social media provides us an opportunity to be strong partners and bring our resources to the table in a thoughtful way.

We have also been fortunate to work with influencers who are passionate about the assets we create. They're able to share our organic content with their massive audiences and drive earned exposure.

“We never want to post too much, so we are incredibly selective and innovative in our messaging tactics.”

eMarketer: What are some successes and challenges you've experienced in organic social media marketing over the past year?

Ehrbar: We've had success in using video and animation to promote content associated with our Citi Concert Series on “Today” with NBC, for example.

At the same time, it's a challenge to choose which initiatives to support organically given the scope of our Global Consumer Banking business, which spans across a variety of products, services and entertainment platforms. We never want to post too much, so we are incredibly selective and innovative in our messaging tactics.

eMarketer: What social platforms and content types are most important to you?

Ehrbar: We are active across multiple platforms—especially Facebook, given its massive scale and the power of video on the platform.

On the content side, we have recently enhanced our ambassador and influencer strategy to amplify efforts around key initiatives, such as music festivals like Lollapalooza and the Global Citizen Festival. And we continue to work with media partners such as BuzzFeed and The Players' Tribune to amplify our marketing efforts through custom sponsored content.

"We're confident in the ROI and measurement of our organic social efforts, because we leverage third-party solutions to elevate and challenge us."

eMarketer: How are you managing your social efforts within the organization?

Ehrbar: Within our Global Consumer Marketing Group, we have a centralized social team that works with stakeholders across products, services, franchises and entertainment platforms. We also have dedicated leads for each vertical that juggle both short- and long-term campaigns, and a team dedicated to servicing our regional partners as consultants in social strategy, planning and content management.

eMarketer: How do you measure the success of your social media campaigns?

Ehrbar: We're confident in the ROI [return on investment] and measurement of our organic social efforts, because we leverage third-party solutions to consistently elevate and challenge us. We've also forged strong relationships with our research counterparts to quantify social performance as both a standalone driver and contributor to the full marketing operation. Brand studies are another way in which we measure success, and we work with social platforms to implement them when feasible.

For Nature Valley, There's Value in Both Organic and Paid Social

Mike Siemienas

Spokesman

General Mills

It's harder than ever for brands to reach audiences organically on social media, but that doesn't mean they're giving up. General Mills' Nature Valley, for example, maintains its organic marketing campaigns parallel to paid advertising efforts on social media. Mike Siemienas, spokesman for General Mills brands, talked with eMarketer's Maria Minsker about the importance of balancing both.

eMarketer: What key issues do you deal with when it comes to choosing between organic and paid social campaigns?

Mike Siemienas: There is continued debate over how to balance organic and paid social, and whether or not organic social is delivering the reach brands need. As a brand that didn't grow up in the social age, we see reasons to use both organic and paid social for Nature Valley. We leverage organic social as a way to grow reach, engage with our dedicated audience or test content before we invest. With paid social we are able to target our growth audiences and drive mass awareness and penetration. These efforts work together.

eMarketer: What are some of the challenges associated with striking a balance between paid and organic?

Siemienas: We continue to have challenges with measurement analytics and speed, so we keep hoping for richer measurement and targeting capabilities on social platforms. We've also had to adapt our teams in order to respond quickly enough in the social sphere, given how quickly both paid and organic trends evolve.

"While paid social guarantees greater reach, our organic presence is essential for maintaining a relationship with our community."

eMarketer: Where are you investing your dollars and time?

Siemienas: Currently we are investing in Facebook, Instagram and Twitter. In terms of content, we are learning constantly and testing different formats to understand what resonates with our audiences. We are leaning into inspirational content, for example.

We have also met with the different platform strategy teams to understand what works best on their platforms and are adapting our content based on their suggestions, such as ensuring that content is created with a mobile-first mindset.

eMarketer: Does the diminishing organic reach on Facebook worry you?

Siemienas: We see Facebook as a relevant resource based on the large community we engage, and the analytics that they provide for both organic and paid efforts. While paid social guarantees greater reach, our organic presence is essential for maintaining a relationship with our community.

eMarketer: What's the relative importance of Instagram and Twitter for organic efforts?

Siemienas: We choose social platforms based on the objectives they can help us achieve. For example, we are growing our Instagram presence in order to engage consumers with visually compelling content. Meanwhile, we view Facebook as our content hub for brand news and Twitter as an informative voice that allows us to quickly share and connect. We are also targeting different consumers on each of these platforms based on the targeting analytics they provide.

“Organic social allows us to be involved in more conversations that we couldn’t always take part in if we were putting paid media dollars behind it.”

eMarketer: How confident are you in the return on investment (ROI) and measurement of your organic social efforts?

Siemienas: We are always looking for new ways to measure performance. This continues to be a challenge with all forms of social, but we are more interested in measuring our investment in paid social. As measurement evolves, we are excited about social’s growing ability to tap into ecommerce platforms, and hope analytics tools will help measure this change as well.

eMarketer: Ultimately, is organic social still worth the investment?

Siemienas: We consider it an important part of our social strategy, because we want to maintain a connection and interact with our audiences. We also see it as a tool to seed new content with little investment. Organic social allows us to be involved in more conversations that we couldn’t always take part in if we were putting paid media dollars behind it.



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