

Building Brands For The Connected World

A Social Business Blueprint by Facebook based on a commissioned study by Forrester Consulting

February 2012

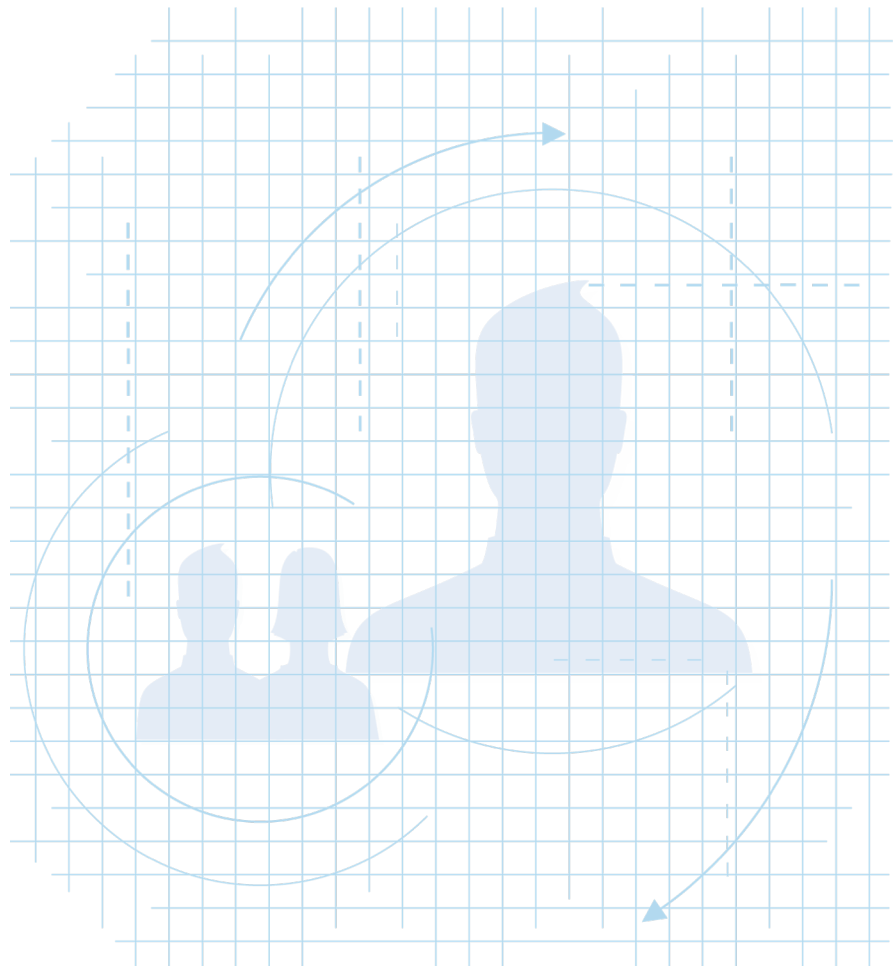


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Executive Summary

To succeed in the connected world, marketers must create connected brands: brands that continuously engage with people when they want, where they want, and how they want — particularly through social media. To do so, they must first reconcile the gap between modern consumer behavior and outmoded marketing tactics. Then they will take the six steps outlined in this report to incorporate social marketing into their brand-building strategies.

76% of VP- and C-level marketing professionals Forrester surveyed believe that social media is important to brand building.

Source: Forrester Consulting

In December 2011, Facebook commissioned Forrester Consulting to evaluate how marketing leaders are building brands in the connected world. Forrester conducted online surveys of 101 VP- and C-level marketing professionals and interviewed 12 CEOs, CMOs, and VPs of marketing and found that while most marketing leaders believe that social is highly important to brand-building, their current strategies are out of sync with how consumers prefer to interact with their offerings.

Key Takeaways

To win in the connected world, marketers must:

- **Articulate** the brand's social identity so the brand communicates with a unique, compelling, and authentic voice.
- **Connect** with your best and most likely customers by giving them a reason to like or follow the brand in social channels.
- **Engage** people by making brand communications more participative and personally relevant.
- **Influence** people by inspiring and enabling people to share messages about your brand with their networks.
- **Integrate** social into the brand and product experience to make it more cohesive and useful.
- **Rejuvenate** the brand by using insights from social channels to monitor the brand's health and improve the brand experience.

The Connected World Has Rerouted The Customer Journey

In the connected world, consumers use powerful personal technology and social media to interact with brands when they want, where they want, and how they want. This is disrupting traditional approaches to brand-building. Andy Fennel, CMO of Diageo, calls it the “pinball effect,” where brand messages bounce around from person to person, being constantly consumed and reinterpreted regardless of each person’s buying state.

“What social does is enable people to have opinions and interactions around the brand that don’t actually have to happen with the brand.”

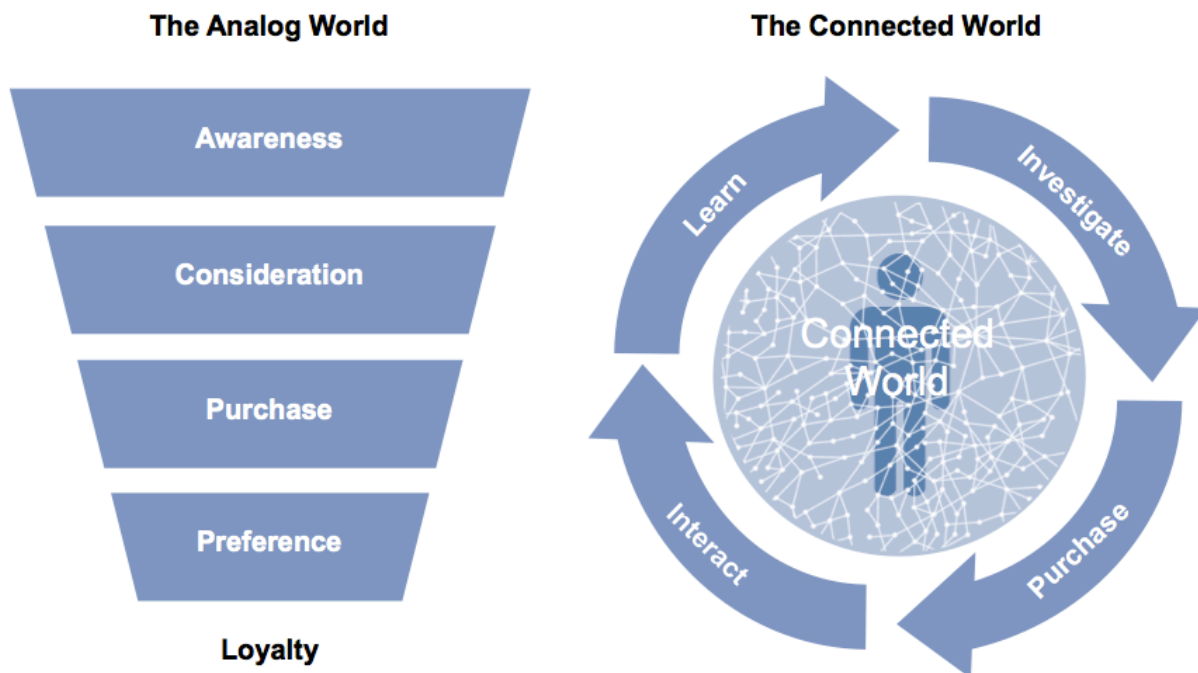
–Nigel Morris, CEO of Aegis Media

Yet too many marketers are beholden to the purchase funnel, an outdated model that inaccurately reflects the reality of today’s consumer journey in three significant ways (see Figure 1):

1. Most importantly, the journey must be described from the consumer’s point of view, not the marketer’s.
2. The journey to customer loyalty is not linear, but rather is a continuous process of exploration and interaction.
3. The journey is not isolated to just one person at a time — the entire connected world influences it.

Figure 1

The Connected World Is A More Accurate Reflection Of Consumer Behavior

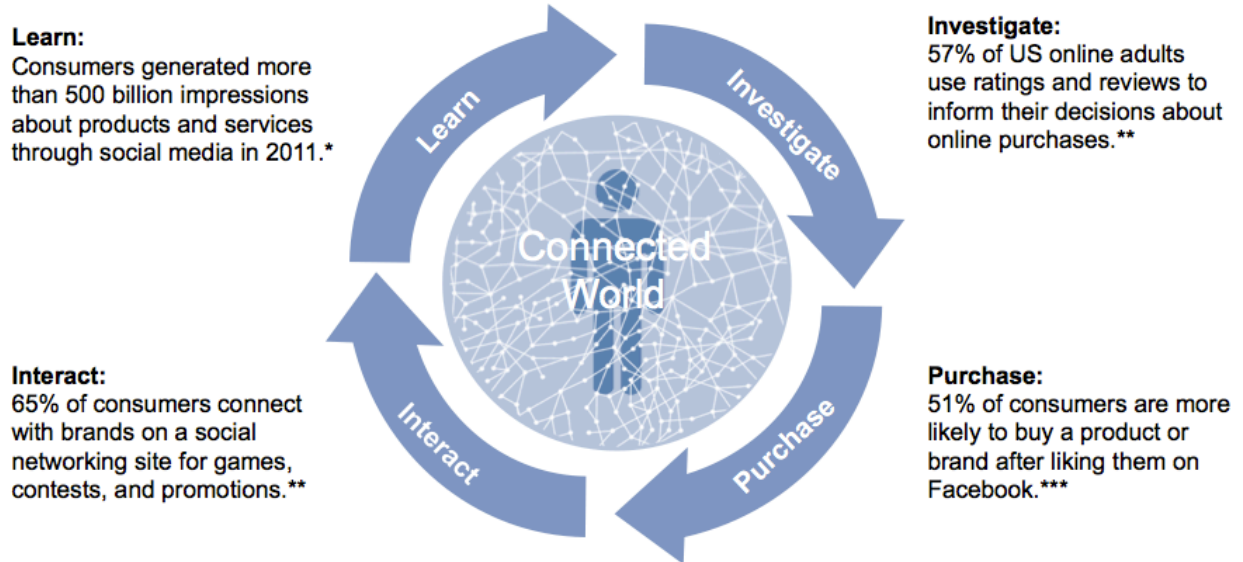


Social Media Affects Every Stage Of The Customer Journey

Consumers have always had the ability to talk about brands and influence other people's perceptions and choices about those brands. But in the connected world, word of mouth travels faster, spreads in more unanticipated ways, and reaches a global audience. As a result, consumers have become increasingly influential in the brand-building process — not just at the point of consideration, but throughout the four phases of the Connected World as consumers learn about, investigate, purchase, and interact with brands (see Figure 2):

- **Consumers learn about brands through social media.** Forrester estimates that consumers generated more than 500 billion impressions about products and services through social media in 2011, approximately one-quarter of the number of impressions created through all forms of online advertising.¹ Those earned media impressions help people learn about products. In a survey of more than 1,300 people conducted by the CMO Council and Lithium, 80% of consumers said that they are more likely to try new things based on friends' suggestions made in social media and 74% are more likely to encourage friends to try new products.² More importantly, advertising that integrates word of mouth is proving to be effective. In a recent study, Nielsen found that Facebook users are over 50% more likely to recall an ad when their friends are featured in it.³
- **Consumers utilize social media to investigate brands under consideration.** Forrester classifies 36% of US online adults as "Critics" — people who contribute to ratings and reviews, blogs, or other social media channels to voice their opinions at least once per month. Consumers are increasingly turning to the advice of Critics through social networks as they compare products. For instance, the percentage of consumers who use ratings and reviews to inform their decisions about online purchases increased from 12% in 2009 to 57% in 2011.⁴
- **Consumers increasingly consult social media as they purchase.** Social media is still in its early stages of affecting retail sales, but social networks did have an influence on 2010 holiday purchases. Soft goods retailers experienced a 45% lift in orders from social media links during Thanksgiving weekend and Cyber Monday.⁵ Smartphones will make social shopping a more portable and realistic scenario. The National Retail Federation estimated that over 52% of smartphone users would use their devices for holiday shopping in 2011.⁶
- **Consumers expect brands to interact with them through social media.** Consumers are highly willing to interact with companies and brands on social networking sites, but they expect something in return: 56% expect to receive exclusive deals, 34% want to hear about new products and services, and 22% want to be heard by the company. Additionally, listening and responding within social is essential to interacting with fans and followers. For instance, 72% of consumers expect companies to respond to positive comments made on Facebook, while 57% expect them to also do so for negative comments.⁷

Figure 2
Social Media Is Becoming More Influential At Each Phase Of The Connected World



Source: *"Competitive Strategy In The Age Of The Customer," Forrester Research Inc., June 6, 2011

**Forrester North American Online Benchmark Study, Q2 2009 and Q3 2011

***Chadwick, Martin, Bailey

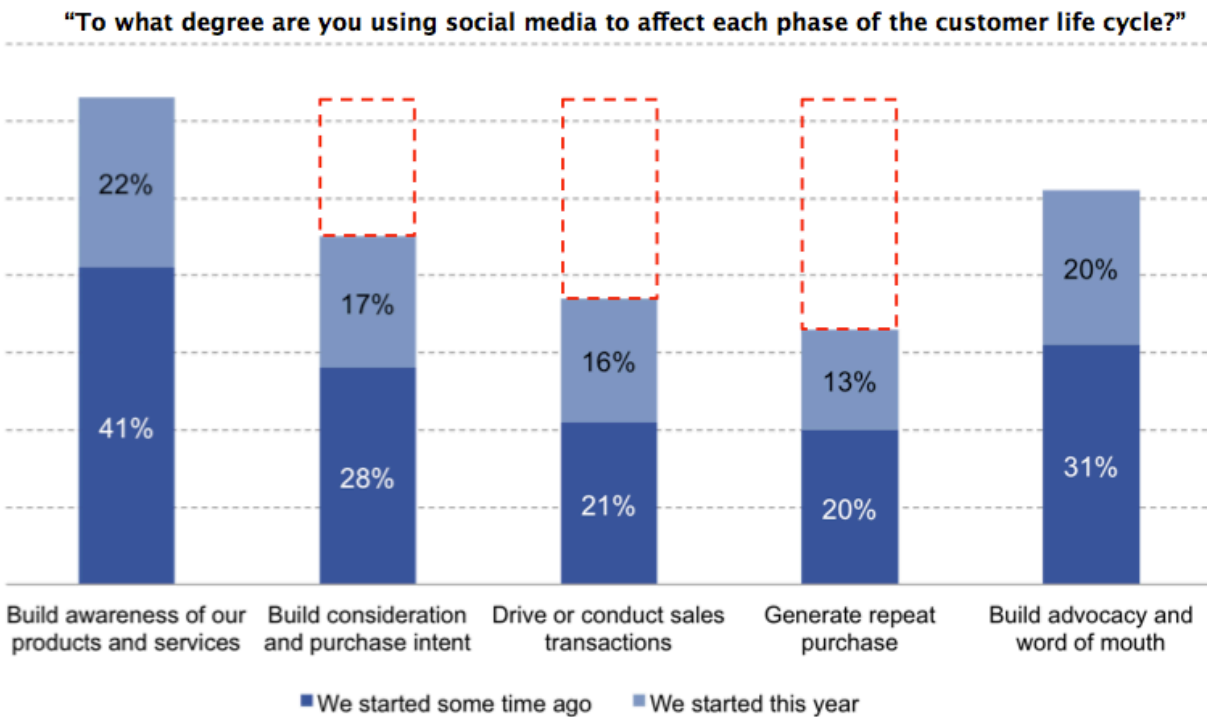
Marketers Must Build Connected Brands To Win In The Connected World

It's clear that brands now exist in the connected world; it's place where marketers must continuously attract and retain customers by building relationships with them and adding value at all phases of the Connected World. But VP- and C-level marketing professionals don't capitalize on the ability to interact with consumers in sustainable ways. Instead, they use social primarily as a fleeting outbound media tactic as they invest disproportionately in awareness-building initiatives (see Figure 3).

"Social media allows us to be part of a discussion with our customers at every stage of the relationship so we can better serve our customers."

-Stephen Quinn, CMO of Walmart

Figure 3
 VP- and C-Level Marketing Pros Don't Effectively Distribute Social Marketing Efforts Across The Phases Of The Connected World



Base: 101 VP- and C-level marketing professionals

Source: A commissioned study conducted by Forrester Consulting on behalf of Facebook, December 2011

The Blueprint For Building Connected Brands

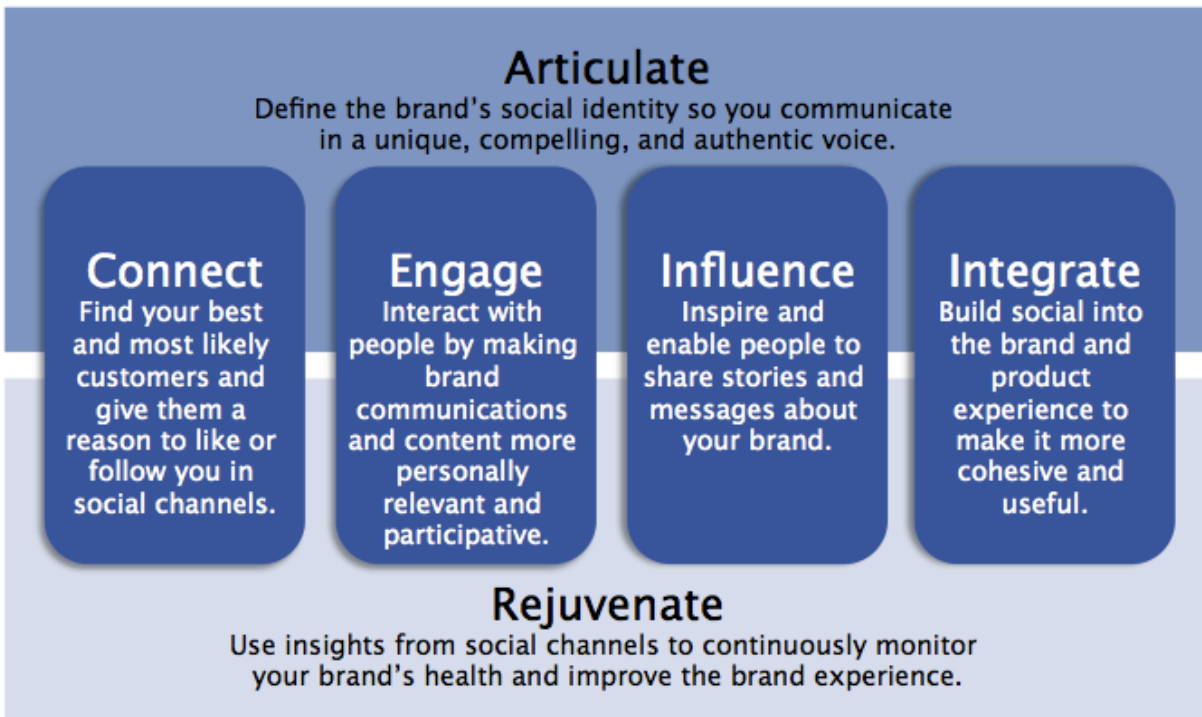
A connected brand continuously connects and engages with people when they want, where they want, and how they want through social media.

Marketers can build connected brands by taking six actions (see Figure 4):

- **Articulate.** Define the brand's social identity so you communicate with a unique, compelling, and authentic voice.
- **Connect.** Find your best and most likely customers and give them a reason to like or follow you in social channels.
- **Engage.** Interact with people by making brand communications and content more personally relevant and participative.
- **Influence.** Inspire and enable people to share stories and messages about your brand.
- **Integrate.** Build social into the brand and product experience to make it more cohesive and useful.
- **Rejuvenate.** Use insights from social channels to continuously monitor your brand's health and improve the brand experience.

Figure 4

The Facebook Blueprint For Building A Connected Brand



Articulate Your Brand's Social Identity

The first step to becoming a connected brand is to identify the components of your brand — such as the company, culture, employees, products, and customer experience, — that you can express, deliver, or enhance through social media. The programs and communications you deliver in social channels will be the most successful when they are based on a component of your brand that is inherently social. For example, Procter & Gamble energized the Secret brand by tapping into a powerful social identity (see the sidebar). To define your own brand's social identity, marketers must:

- **Adapt brand positioning to the connected world.** Your brand's social identity should be a manifestation of your brand's positioning. Apply a social lens to your brand identity by asking "What about my brand is inherently social? Why do people engage with it and why do people want to talk about it or share it with their friends in the real world?" A good place to start is to create a list of things that make your brand remarkable. Coca-Cola uses social media as its primary method to bring to life its brand promise of sharing "happiness."⁸
- **Create a voice for the brand's social identity.** What is your brand's unique voice? What personality should represent it? Use social networking sites like Facebook and Twitter, as well as company blogs, to express your brand's personality in ways that can't be delivered through brand communications but are authentic and consistent with the brand's positioning. Starbucks has extended its brand voice to the digital space in an authentic and organic way - much like it already has in the retail area. The same "Moments of Connection" that a Starbucks customer has with his barista, is that same connected feeling he will experience by engaging with Starbucks through social media.

Secret

Procter & Gamble has long positioned Secret as an effective, high-performance deodorant brand. Many remember the tagline, "Strong enough for a man, but made for a woman." The brand knows that when women trust their deodorant is working, they feel more confident. This is an idea they've brought to life through their marketing campaigns since the 1960s. More recently, Secret has incorporated the brand's high-order purpose – inspiring women of all ages to be more fearless – into everything that they do. By staying tapped into cultural trends and getting to know their audience via social networks, Facebook in particular, the brand is constantly seeking different ways to connect with female audiences on an authentic and inspirational level. Three successful purpose activations in partnership with Facebook include: 1) supporting, and eventually helping sanction women's ski jumping at the 2014 Winter Olympics; 2) supporting 62-year-old Diana Nyad in her attempts to swim from Cuba to Florida; and 3) by creating a teenage anti-bullying movement called "Mean Stinks."

Connect By Establishing A Presence In Social Channels

Connected brands need to establish a presence in the connected world through social media and give people a reason to like or follow them. Ford is seeing increased interest in its brand, in part because of its commitment to building connections through social media (see the sidebar). To build personal connections with consumers, marketers must:

- **Establish a gathering place for brand connections.**

Brands need a place for people to congregate and for conversations to aggregate. The challenge is that a consumer's time is increasingly fragmented across websites, mobile devices, social networking sites, and the offline world. While you probably can't be everywhere, your brands need to identify the best places to connect with their fans and followers. Marketers can use social as the hub of the brand conversation to connect those splintered touchpoints, much like PEDIGREE(r) Brand has done. PEDIGREE(r) Brand's dog adoption program has raised millions of dollars, donated millions of bowls of dog food, and helped thousands of dogs get adopted. The firm had been recreating the momentum of its program every year until it decided to integrate social media more strategically into its campaign. By using Facebook as the engagement hub, the brand has sustained momentum for the dog adoption program throughout the year, increasing the number of fans from 55,000 to more than 1 million.

- **Motivate people to form a connection and join the conversation.**

Building connections through social media isn't as simple as "Build it and they will come." When a brand starts a conversation, the worst thing it can do is to leave the room. Red Bull began its climb to the top of the energy drink market through grassroots marketing at college campuses and sporting events to attract people who have a zest for life. The firm continues that tradition of building the brand one person at a time by sparking online conversations about the offline world through social media. It has assembled a massive amount of branded content that it shares through Facebook, including games, apps, photos, and even RedBull.tv. But people can't access it until they first like its fan Page.

Ford

To debut its completely new 2011 Explorer, Ford wanted to try something new: revealing the car on Facebook. Working with its agencies, Team Detroit and Ogilvy 360, Ford created an integrated campaign with Facebook at its center. To build its Facebook community, Ford announced a sweepstakes offering people the chance to win one of the newest Explorers once the Ford Explorer Page reached 30,000 fans. To further fuel the buzz and drive connections, Ford installed the Like button on all of its digital properties. Finally, Ford created a unique "Reveal" tab on its Page that featured a video showing the car off auto-show style and a Q&A with CEO Alan Mulally. While the actual reveal event was held in New York City, it also took place on the screens of Ford Explorer Facebook fans throughout the world, leading to a 104% increase in online shopping activity for the SUV, compared with the usual 14% shopping increase after a Super Bowl TV ad.

Engage By Using Social To Make The Brand More Personal and Participative

Connected brands generate a deeper level of engagement by transforming their brand communications into dialogues of participation instead of monologues of messages. Burt's Bees successfully launched a line of lip balm by inviting consumers to talk to friends after they tried it (see the sidebar). Actions marketers must take include:

- **Get consumers involved in the campaign.** Marketing communications are built to elicit a response, whether that's emotional, mental, or physical. Through social media, consumers are able to participate with the brand and even become part of the message itself. What's the value of consumer participation? It's another way to reinforce brand behavior. When M&M'S looked to launch a new product, M&M'S Pretzel, it decided to let its fans on Facebook help spread the word about its latest confection. The brand created a virtual vending machine on Facebook through which people could sign up to receive free samples and share the invitation for samples with two friends. The campaign resulted in M&M'S distributing 120,000 samples to core consumers in 48 hours.
- **Create more personally relevant content.** When consumers share information about themselves with brands, they don't expect it to be ignored. Marketers need to use the information people share to offer a better, more personalized experience. For instance, Applebee's brought its neighborhood restaurant brand to the digital space by building out local Pages on Facebook for all of its restaurants. This allows people to find their local Applebee's and see food and offers relevant to them. If someone posts a complaint on Facebook, the store manager can see it on their local Page and resolve it before the person has left their table.

Burt's Bees

When Burt's Bees launched its new Tinted Lip Balm on Facebook, the natural personal care brand built an application on its Page designed to encourage friends to participate by telling friends about the new product line instead of the brand doing all the talking. The app enabled friends to send a photo of one of the six new balm shades — Red Dahlia, Rose, Pink Blossom, Hibiscus, Tiger Lily, or Honeysuckle — along with a message to a Facebook friend describing why that friend is a "natural beauty." Sponsored stories helped amplify all the organic stories being created about the new line, increasing brand awareness in an authentic way.

Influence By Inspiring And Enabling People To Share Your Brand Messages

Connected brands understand the dynamics of peer influence. People have become powerful distribution channels for the brand message. PepsiCo India strategically incorporated social media into every element of its “Change The Game” campaign for the 2011 Cricket World Cup to make it simple for consumers to share branded messages and content throughout the tournament (see the sidebar). To get more out of their peer influence strategies, marketers must:

- **Inspire people to share the brand message.** What good are likes on Facebook or followers on Twitter if those people don't have any brand messages to share? Getting people to talk about brands with their friends and their followers is one of the biggest opportunities for marketers. Brands like Starbucks, Southwest Airlines, and Bing that are having success in social media all benefit from the friends of their fans, whose extended network creates a 34x multiplier on audience reach.⁹ How can you do this? Instead of sprinkling some social media onto your media plan, make the campaign idea social from the beginning with a clear desired social outcome. Marketers at Bud Light have had success inspiring people with event-based marketing. At its annual Super Bowl-related event in 2011, the brand took over a Dallas hotel, entertaining guests with the likes of Nelly, Kesha, Pitbull, and The Fray. To share the experience, Bud Light created a tab on its Facebook Page where people could follow the event and gave hotel guests RFID wristbands that enabled them to take photos of themselves with friends at kiosks throughout the hotel property and publish the shots back into their news feed. To generate more word of mouth, Bud Light used sponsored stories to fuel distribution of the content, leading to a 200% increase in engagement on the brand's Page.
- **Use paid media to increase the distribution of stories people are sharing about your brand.** Paid media is critical to building momentum in social media. Paid media helps make people aware of a new product or get them engaged in a brand campaign so that they have a reason to use social media to tell their friends about a brand.¹⁰ But marketers need to think strategically about how they use paid media to drive social influence; it isn't as simple as slapping a call to action on an ad to like a brand on Facebook. For instance, T-Mobile's advertising and brand marketing team works closely with their media agency to identify the strongest content to promote each week and allocate budget. They often give each other calls during the week to adjust their allocation based on the actual engagement the content generates.

PepsiCo India

For the 2011 Cricket World Cup, PepsiCo India looked to get more bang for its buck by making Facebook a key player in its “Change the Game” campaign. Before airing seven new television spots focusing on how Indian cricketers are changing the game, the company released them on Facebook, using premium ads to drive awareness. The move led PepsiCo India's fans to share the clips with their Facebook friends more than 10,000 times within the first hour, creating buzz for the campaign before the official launch. PepsiCo India also selected 11 special brand ambassadors on Facebook who got to attend every match of the Cricket World Cup, from which they posted status updates and photos on the Pepsi India Page. For all fans, an app enabled them to turn their uploaded photos into avatars that could “cheer on” the Indian team. PepsiCo India's Facebook campaign, created for the Cricket World Cup, helped it achieve 60% share of voice online and the highest association with the 2011 Cricket World Cup.

Integrate By Using Social To Create A More Cohesive And Useful Experience

Connected brands must use social marketing to create customer experiences that are more useful and seamless. American Express's "Link, Like, Love" delivers savings and rewards to cardholders based on their likes and the likes of their friends (see the sidebar). To follow their lead, marketers must:

- **Integrate social technology into online and offline product experiences.** Social media gives marketers the opportunity to turn any brand experience — from a TV spot to a branded event to the product itself — into a social experience. Ford identified an opportunity to leverage people's Facebook connections to make its vehicles more social. The automaker is working on integrating the Facebook platform to create social elements that give people the ability to listen to their friends' music via voice command and to message with friends via voice while driving so they can take their conversations seamlessly across their use of the Web, mobile devices, and the vehicle itself. When it comes to TV viewing, social has become the new watercooler for shows, sports and politics, as viewers use social platforms, such as Twitter and Facebook, to discuss TV shows with their friends while they are on air. Facebook's integration with Hulu and Netflix, will create even more opportunities for TV shows and movies to be shared in the connected world and for people to discover content through their friends.
- **Incorporate social into customer experience management and core business processes.** Half of consumers surveyed by Chadwick, Martin and Bailey indicated that they expect brands that they "like" on Facebook to offer service and support.¹¹ Leading marketers are incorporating social into their customer service, CRM programs, and customer experience strategy.¹² Levi's was a pioneer in using social media to improve the customer experience of online shopping. The firm integrated Facebook social plug-ins with the brand's website to create the Friends Store, where fans can shop for jeans based on what their own friends or other people on Facebook have liked.¹³ Ticketmaster recognized that people typically want to sit with their friends at events but often purchase their tickets at different times. By integrating with Facebook, it now allows customers to purchase tickets near their friends. The sharing that is generated from these types of experiences leads to an average \$6 per link shared on Facebook. Meanwhile, Walmart is pushing social into its online and in-store customer experience through the My Local Walmart app it developed in partnership with Facebook. The app will tailor marketing and promotions based on factors like local weather and events and have the ability to integrate social marketing functionality like check-ins and product likes.¹⁴

American Express

American Express has been a leader in creating a more connected experience for its cardholders on Facebook. So how does American Express make its exclusive Cardmember offers a more social experience? The "Link, Like, Love" application securely synchronizes a Cardmember's Facebook account with their card loyalty programs. That enables American Express to provide customized offers based on people's likes and the likes of their friends. To sweeten deals for Cardmembers, the Link, Like, Love app on Facebook lets them redeem offers without having to print coupons or enter special codes. Instead, the app allows them to shop as they usually would and then automatically credits the discount on their monthly statement. And every time a person redeems a reward, they can share it with their friends.

Continuously Rejuvenate The Brand With Insights From Social Channels

Connected brands are more resilient and nimble because they use social media as a powerful insight platform to monitor brand health and improve the brand experience. Sephora has become a savvy user of social intelligence to help fuel the brand's growth as a beauty retailer (see the sidebar). Marketers can start ramping up their brand's social intelligence by doing two things:

- **Use social channels to monitor brand health.** In the connected world, marketers must be more attentive and responsive to their brand's health, as consumer opinion travels faster, farther, and often in unpredictable ways. Social media monitoring doesn't replace traditional brand and sales metrics, but it can provide marketers with proxies for real-time brand health. Marketers like Sephora are capitalizing on social intelligence to understand how well consumers really perceive its brand communications, product assortment, and in-store experience.
- **Listen for opportunities to improve the brand experience.** As David Jones, CEO of Havas, says: "Social insights are massively underestimated by marketers today." Social media has created the ultimate focus group: Feedback is always on, opinions are unfettered, and it promotes an ongoing debate. For instance, 1-800-Flowers.com solicits feedback to optimize flower offerings for special occasions, such as Mother's Day. With wireless being an increasingly commoditized space, AT&T is always looking for ways to stand out from the crowd. It was one of the first companies to have a fully dedicated customer care team monitor its Facebook Page. By making its marketing, customer support, and product development more social, the company has been able to build strong relationships with its more than 1.8 million fans on Facebook, leading to increased brand perception and sales. What's more, the firm is over-delivering on all measures of customer service. Consumer giant Proctor & Gamble also feeds consumer insights gathered via social sites back into their product and brand building process to ensure they continually delight their consumers.

Sephora

Fast-growing beauty retailer Sephora has created a thriving social community of more than 2.5 million people on its Facebook fan Page. Sephora continuously monitors those fans for insights about its products, stores, and customer service. For instance, the firm facilitates conversations about beauty advice with its Facebook fans in its popular Beauty Talk tab. Julie Bornstein, Senior Vice President of Sephora Direct, says: "We now have a way to get real time feedback and respond to our clients immediately through Facebook. It makes you feel closer to your customer."

Are You Ready To Build A Connected Brand?

CMOs and marketing leaders must have a vision for what it means to become a connected brand. Ultimately, they must ask themselves how they can gain a competitive advantage by becoming a connected brand. It will also require CMOs to reassess how the company allocates resources, develops strategy, and formulates budgets. To jump-start your journey, use the questions in the table below to identify opportunities to build a connected brand (See Figure 5):

“Any brand that wants to have a relationship with people and build social currency should consider its character before it builds expectations of the shadow it will cast.”
 –Rob Norman, CEO of Group M

Figure 5
 Identify The Gaps To Fill In Order To Build A Connected Brand



Appendix A: Methodology

In this study, Facebook commissioned Forrester Consulting to conduct an online survey of 101 VP- and C-level marketing professionals who work in companies with 5,000 employees or more in the US, the UK, Australia, and Canada. The purpose of the survey was to evaluate how their businesses operate in a connected world, asking specific questions about organizational structure, brand-building, and measuring success. Respondents were offered a cash incentive as a thank-you for time spent on the survey. The study began in December 2011 and was completed in that same month.

Forrester Consulting also interviewed 12 CEOs, CMOs, and VPs of marketing who work in Fortune 500 companies. They were not paid to be a part of this research.

Appendix B: Supplemental Material

Related Forrester Research

“CMO Mandate: Adapt Or Perish,” Forrester Research, Inc., November 15, 2010

(http://www.forrester.com/rb/Research/cmo_mandate_adapt_or_perish/q/id/57245/t/2)

“The Age Of The Customer,” Forrester Research, Inc., June 6, 2011

(http://www.forrester.com/rb/Research/competitive_strategy_in_age_of_customer/q/id/59159/t/2)

“CMOs Must Lead The Customer-Obsessed Revolution,” Forrester Research, Inc., October 3, 2011

(http://www.forrester.com/rb/Research/cmos_must_lead_customer-obsessed_revolution/q/id/58689/t/2)

“How To Define The Role Of Digital In Integrated Campaigns,” Forrester Research, Inc., February 8, 2011

(http://www.forrester.com/rb/Research/define_role_of_digital_in_integrated_campaigns/q/id/57895/t/2)

“Traditional Paid Media Must Fuel Earned Media Efforts,” Forrester Research, Inc., October 20, 2011

(http://www.forrester.com/rb/Research/traditional_paid_media_must_fuel_earned_media/q/id/60337/t/2)

Appendix C: Endnotes

¹ Source: “Competitive Strategy In The Age Of The Customer,” Forrester Research Inc., June 6, 2011 (http://www.forrester.com/rb/Research/competitive_strategy_in_age_of_customer/q/id/59159/t/2)

² Source: MarketingProfs (<http://www.marketingprofs.com/charts/2011/6680/what-marketers-dont-get-about-social-media-audiences>)

³ Source: The Nielsen Company/Facebook, April 20, 2010 (http://blog.nielsen.com/nielsenwire/online_mobile/nielsenfacebook-ad-report/)

⁴ Source: Forrester’s North American Technographics® Online Benchmark Study, Q2 2009 and Q3 2011

⁵ Source: “The Purchase Path Of Online Buyers,” Forrester Research Inc., March 16, 2010 (http://www.forrester.com/rb/Research/purchase_path_of_online_buyers/q/id/58942/t/2)

⁶ Source: National Retail Federation

⁷ Source: Forrester’s North American Technographics Online Benchmark Study, Q3 2011

⁸ Source: Mashable (<http://www.clickz.com/clickz/news/2136974/coca-colas-tumblr-shares-happiness>)

⁹ Source: comScore/Facebook (http://www.comscore.com/Press_Events/Presentations_Whitepapers/2011/The_Power_of_Like_How_Brands_Reach_and_Influence_Fans_Through_Social_Media_Marketing)

¹⁰ Source: “Traditional Paid Media Must Fuel Earned Media Efforts,” Forrester Research, Inc., October 20, 2011 (http://www.forrester.com/rb/Research/traditional_paid_media_must_fuel_earned_media/q/id/60337/t/2)

¹¹ Source: Chadwick, Martin and Bailey (<http://blog.cmbinfo.com/press-center-content/bid/46920/Consumers-Engaged-Via-Social-Media-Are-More-Likely-To-Buy-Recommend>)

¹² Source: “Turbocharge Customer Service Processes With Social Technologies,” Forrester Research, Inc., August 2, 2011 (http://www.forrester.com/rb/Research/turbocharge_customer_service_processes_with_social_technologies/q/id/60555/t/2)

¹³ Source: *Internet Retailer* (<http://www.internetretailer.com/2011/08/12/levis-added-16-million-likes-july>)

¹⁴ Source: *Advertising Age* (<http://adage.com/article/digital/walmart-local-facebook-store-level-messaging/230327/>)