headstream

The Social Brand Agency

social**bakers**

SOCIAL100
BRANDS
the report 2013

Foreword

Our research shows that an average of 10% of marketing budgets is assigned to social media initiatives, so we can safely say social is now firmly part of the mix.

Appreciating how powerful word-of-mouth driven by social media and mobile can be, smart brands are adopting a number of common activities. These include listening for brand mentions, providing customer support via social channels and building an engaged community. Our research indicates, however, that measuring the impact of social initiatives, and ultimately Return on Investment (ROI), is still broadly immature and more needs to be done to move beyond vanity metrics.

We are seeing an increase in internal investment with brands looking to build their own social capability through training and workshops. Bringing community management skills in-house makes sense for brands in many industry sectors, where implementing a social media management system (SMMS) can be seen as the answer to scaling social programmes. However, some systems may suit specific industry sectors more than others.

A commitment to social media has brought, for many brands, the realisation that they need to plan for a constant stream of quality content, while staying nimble enough to react to the world around them. As content becomes increasingly valuable, some industry sectors may struggle to work out where content stops and their product or service starts.

For many brands a key opportunity is capitalising on positive word-of-mouth and mobilising brand advocates in an open and transparent way.

Lastly, we believe that key developments taking place include how social impacts different industry sectors and how different customer journeys, borne out of different business models, present unique opportunities that the most progressive social brands can then seize.

One thing is certain and that's uncertainty. If you think the last 12 months have been full of change, watch this space next year.

Steve Sponder
Managing Director, Headstream

Social.

SUPER CHARGED.

headstream
The Social Brand Agency

Creative & Content · Data & Insights
Influencer & Community Relations · Planning & Strategy

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Contents

Competitive Intelligence
& Social Media Measurement

analytics PRO

Make the right decisions based on comparative social analysis of your competitors and industry.

Analytics PRO provides a multi-platform dashboard to measure, compare and maximize social media performance. With user-friendly visual reporting on the most important social media metrics, Analytics PRO offers competitive intelligence and the tools necessary to generate a social media marketing roadmap of your industry.

analytics PRO offers analysis of key performance indicators such as:

✓ Fan Growth

✓ Social Interactions

✓ Engagement Rates

✓ Question Response Rate

✓ Industry Benchmarking

✓ Post Response Rate

✓ Competitive Analysis

✓ Monitor Response Time

✓ Key Influencers

Get more information at **analytics.socialbakers.com** or contact our UK office at **sales@socialbakers.com**

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About SOCIAL BRANDS 100

Headstream created Social Brands 100 in 2011 to start a conversation about what makes a brand social. Two years and innumerable interactions later, Social Brands 100 is now a recognised benchmark of brand behaviour in this connected space, identifying leaders across industries and providing a snapshot of the evolution of social media.

The research aims to:

● *Identify and acknowledge brands leading the way in social*

● *Benchmark performance between industries and companies*

● *Understand trends around high performing social brands.*

For an independent and fair process, Headstream has partnered with social media analytics provider Socialbakers to monitor nominated brands and measure their engagement on social platforms. Headstream also surveyed a cross-section of brands to identify growing and diminishing trends. The findings from both sets of data have been combined into this annual report for social media performance.

What is a **social brand?**

The social media landscape continues to change at an exponential rate.

Despite the fast pace, we believe the set of principles at the heart of what makes a brand social remains constant: creating win-win relationships, active listening and behaving appropriately in social spaces. Brands that adopt and consistently deliver according to these principles stand to be rewarded by engaged followers, creating communities of brand evangelists in the social arena.

Social Brands 100 KPIs (Key Performance Indicators) are designed to measure the effects of adopting these social brand principles. The methodology keeps the community at the heart of measurement, making advocacy and loyalty the true benchmarks of a brand's success and social currency.

1. Create win-win relationships

Brands strive for equitable relationships with their customers, employees and supply chain. No longer is it possible to do otherwise as the transparent nature of social media means they will be found out.

2. Active listening

This involves monitoring the social web, seeking out relevant conversations and joining them in a timely and appropriate manner: active listening requires capability and resource for activities such as community management, customer service, employee engagement, product development and business planning.

3. Appropriate social behaviour

Successful brands maintain a consistent presence in social spaces, behaving in a compelling, truthful, authentic and open manner with each community.

Methodology

The methodology is reviewed and adjusted annually as social media evolves and the size of the sample grows. The 715 brands included in this year's research were sourced from three areas:

- *Brands nominated during January's crowdsourcing period*
- *Past Social Brands 100 nominees*
- *UK brands already monitored by our social media analytics partner Socialbakers.*

Millions of interactions between brands and individuals were tracked by Socialbakers on Twitter, Facebook and YouTube over a six week period during March and April 2013 to calculate the Data Score.

These three platforms have been assigned a weighting (Figure 1, overleaf) reflecting the relative level of consumer use and brand activity on each one. Social KPIs assigned to specific interactions between brands and individuals for each platform (also shown overleaf) measure the degree to which a brand has adopted the three social brand principles described earlier.

We have also conducted a survey, completed for Headstream by a cross-section of participating brands. The results provide further insights into social media trends and behaviours beyond the raw Data Scores. A survey response rate of 27% was achieved from 400 brands contacted between March and May 2013.

In order to focus research on the most established platforms and also those widely used by brands, performance on other platforms is not included in this year's Data Score. However, trends on platform adoption are included in each industry's insight section later in this report.

Methodology: Weightings by platform

Figure 1

Pie chart segments:
- Facebook (f) — 45%
- Twitter (t) — 40%
- YouTube — 15%

Facebook metrics:
- Average Post Engagement Rate
- Fan Growth
- Response Rate
- Response Time

YouTube metrics:
- Video Views Growth
- Subscriber Growth
- Channel Engagement Rate
- Channel Like/Dislike Ratio

Twitter metrics:
- Follower Growth
- Average Tweet Engagement Rate
- Total Mentions
- Response Rate
- Response Time

Facebook KPIs

- **AVERAGE POST ENGAGEMENT RATE** — Likes + Comments + Shares ÷ # wall posts ÷ Total fans
- **FAN GROWTH** — Increase in the number of fans of the page
- **RESPONSE RATE** — Number of posts by users responded to by the administrators
- **RESPONSE TIME** — Time taken by administrators to respond to posts by users

YouTube KPIs

- **VIDEO VIEWS GROWTH** — Increase in video views
- **SUBSCRIBER GROWTH** — Increase in subscriber numbers
- **CHANNEL ENGAGEMENT RATE** — Likes + Dislikes + Comments ÷ Subscribers
- **CHANNEL LIKE/DISLIKE RATIO** — Ratio of Likes/Dislikes across all videos on the channel

Twitter KPIs

- **FOLLOWER GROWTH** — Increase in the number of followers
- **AVERAGE TWEET ENGAGEMENT RATE** — Replies + Retweets ÷ No. of tweets ÷ No. of followers
- **RESPONSE TIME** — Time taken by administrators to respond to posts by users
- **RESPONSE RATE** — Number of posts by users responded to by the administrators
- **TOTAL MENTIONS** — Number of tweets from the account

Ranking	Brand	Industry Cat	Total
1	Battlefield	Entertainment	81.16
2	American Airlines	Travel	78.15
3	Lufthansa	Travel	75.52
4	Thomson Holidays	Travel	74.86
5	Thomas Cook UK	Travel	74.57
6	Innocent	FMCG	74.40
7	Argos	Retail	73.85
8	SEAT Mexico	Automotive	73.70
9	Tesco	Retail	73.10
10	Dr. Martens	Retail	72.67
11	EE	Telecommunications	72.64
12	Guess 2 Give	Entertainment	72.61
13	Aldi UK	Retail	71.44
14	Walkers	FMCG	71.34
15	Dogs Trust	Charity	71.31
16	Waitrose	Retail	71.03
17	Met Office	Public Sector	70.65
18	WestJet	Travel	70.49
19	Rekorderlig Cider	FMCG	70.37
20	Selfridges	Retail	70.33
21	Next	Retail	70.16
22	ARKive	Charity	69.71
23	UPS	Transport & Logistics	69.50
24	EA SPORTS FIFA	Entertainment	69.23
25	Appliances Online	Retail	69.20

Ranking	Brand	Industry Cat	Total
26	Marks and Spencer	Retail	69.14
27	GoPro	Consumer Electronics	68.88
28	Sainsbury's	Retail	68.82
29	EasyJet	Travel	68.75
30	First Choice Holidays	Travel	68.53
31	Just Eat	Retail	68.23
32	Blue Cross UK	Charity	68.14
33	Heart	Publishing & Media	68.13
34	Marie Curie Cancer Care	Charity	68.12
35	Audi UK	Automotive	67.91
36	Lurpak	FMCG	67.74
37	The British Museum	Leisure	67.68
38	Schuh	Retail	67.61
39	Virgin Trains	Travel	67.59
40	ASOS	Retail	67.39
41	House of Fraser	Retail	67.37
42	London Midland	Travel	67.34
43	National Trust	Charity	67.14
44	Debenhams	Retail	66.89
45	Teenage Cancer Trust	Charity	66.63
46	Nike Running	Sports Apparel	66.40
47	WWF	Charity	66.30
48	British Heart Foundation	Charity	66.25
49	Liverpool Echo	Publishing & Media	66.11
50	Princess Cruises	Travel	66.09
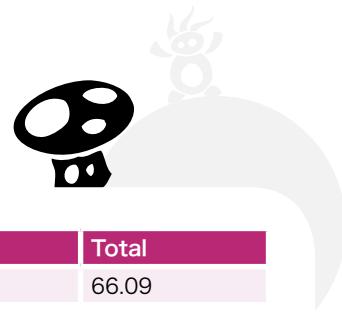
Ranking	Brand	Industry Cat	Total
51	The Perfume Shop	Retail	66.09
52	Amtrak	Travel	65.90
53	Heathrow Airport	Travel	65.84
54	Delta	Travel	65.84
55	British Red Cross	Charity	65.66
56	Petplan UK	Financial Services	65.37
57	Southampton Football Club	Leisure	65.21
58	Leicester Tigers Rugby Club	Leisure	65.20
59	Bulmers UK	FMCG	65.00
60	Vodacom	Telecommunications	64.81
61	Yorkshire Tea	FMCG	64.67
62	Very.co.uk	Retail	64.65
63	Kiddicare	Retail	64.61
64	The Ellen DeGeneres Show	Entertainment	64.43
65	B&Q	Retail	64.26
66	Virgin Media	Telecommunications	64.15
67	Rimmel London	Cosmetics & Beauty	64.06
68	Virgin Money Giving	Charity	64.06
69	ABSOLUT UK	FMCG	63.91
70	Neal's Yard Remedies	Retail	63.82
71	WildPhotos	Charity	63.69
72	Cadbury Dairy Milk	FMCG	63.65
73	Diabetes UK	Charity	63.60
74	EDF Energy	Utilities	63.45
75	Classic FM	Publishing & Media	63.30

Ranking	Brand	Industry Cat	Total
76	505 games	Publishing & Media	63.22
77	ODEON Cinemas	Leisure	63.19
78	Toyota UK	Automotive	63.15
79	Halo	Entertainment	63.09
80	DoSomething.org	Charity	63.06
81	Ocado	Retail	63.04
82	Barclays UK	Financial Services	62.99
83	Vue Cinemas	Leisure	62.91
84	Estée Lauder	Cosmetics & Beauty	62.88
85	Relentless Energy Drinks	FMCG	62.87
86	Cadbury UK	FMCG	62.67
87	Butlins	Hospitality	62.66
88	Barclaycard	Financial Services	62.65
89	Dorothy Perkins	Retail	62.55
90	Watch	Publishing & Media	62.35
91	Macmillan Cancer Support	Charity	62.16
92	Bushmills Irish Whiskey	FMCG	62.15
93	The Body Shop UK	Retail	62.09
94	Matalan	Retail	62.08
95	Kuoni Travel	Travel	61.89
96	L'Oréal Paris UK	Cosmetics & Beauty	61.69
97	Amnesty International UK	Charity	61.65
98	trent barton	Travel	61.59
99	John Lewis	Retail	61.44
100	Tate	Leisure	61.39

Congratulations to the winners of Social Brands 100

Creating community online, being more inclusive and encouraging people to make connections and share their experience with others are all critical elements of being a social brand.

And at the root of this vast world of engagement we've created? Identity. Janrain is a pioneer and leader in this foundation to a rich social ecosystem.

Cheers to a lofty 2013—and beyond!

Find out how we can help at janrain.com.

janrain™
Acquire. Understand. Engage.

Curious? Gartner says Janrain is "cool":
janrain.com/gartner

Insights: Major themes

With only 20 points separating the No. 1 and No. 100 rankings, this year's Social Brands 100 indicates high performing brands are being more consistent in their approach.

The balance of high scores in the top industries are tipped towards customer service metrics, suggesting more companies are better at putting customers first and building communities for their benefit. This means providing support and service for their communities, paying attention to what they have to say and answering questions, as well as sharing useful and timely information.

The next step for many brands is to increase levels of engagement by developing strategies rooted in their organisation's values. These strategies, combined with a strong customer service ethic, should win fans in the short term and create a loyal community further ahead.

Collaboration & community

The top five industries in the 2013 ranking are Retail, Charity, Travel, FMCG and Publishing & Media; the same industries that dominated last year. The top 100 brands have shown consistency in their adoption of social brand principles, demonstrated a commitment to customer service and community building, and put their customers at the heart of the business.

Undoubtedly, the wider spread of Social CRM (Customer Relationship Management) has played an important role in the achievements of the best performing brands. While traditional CRM enables organisations to better target audiences, Social CRM is designed around collaboration and exchange of views, meaning brands need to be both interested AND interesting.

Prioritising efforts

Scores for each Social KPI were analysed to understand the ways brands engage on different platforms, with many appearing to focus on Facebook, Twitter and YouTube but tailoring activity in different ways.

For example, some have developed their customer service capabilities via Twitter and used Facebook for a more content-driven experience. Other brands appear to have different priorities, being selective with their engagement and scoring well on single platforms.

Insights: Brand performance by platform

Averaging 400 million tweets[1], 655 million Facebook users[2] a day and more than 1 billion unique user visits per month[3] on YouTube, if a brand is not present on all three platforms, it should understand why it isn't. Of the Social Brands 100 for 2013, 100% are active on Facebook, 99% on Twitter and 94% on YouTube.

Facebook

Facebook is the only platform on which 100% of ranked brands are active. High performers on this platform also come from the most diverse cross section of industries.

What made the top 100 brands stand out on Facebook was a willingness to join in conversations started by others on their pages, as well as creating discussions based on their own content. The best performing brands on Facebook are quick to respond to comments, questions and complaints, though a balance needs to be struck between joining in and intruding on conversations. Some communities are engaged enough to self-moderate on a brand's Facebook page, answering each other's questions and calming down irate complainants, requiring less intervention by the brand.

Twitter

Of the 99% of brands on Twitter, almost half in the top 20 are retailers. Given the platform's acknowledged strength as a customer service channel, it is surprising more industries don't score higher on customer service metrics.

Entertainment games brands scored higher than average for Engagement Rate on Twitter, sharing video and other content with fans. New Twitter services coming up, including Vine, Twitter Cards and Twitter Music, mean brands will have even more tools to experiment with shareable content over the coming year.

YouTube

Given the significant amount of high quality video content they have available, it's understandable Publishing & Media brands make up almost half of the top 10 brands on YouTube, and interesting to note five of those brands are radio stations.

More industries stand to benefit from better use of YouTube. Even though 94% of brands have a YouTube channel, it continues to feel like a missed opportunity. People engage with video, and content posted on YouTube can be embedded and shared across platforms and the web. This year's platform ranking overall shows leaders in Automotive, Travel, FMCG and Charity setting good examples.

1. Twitter.com
2. Facebook.com
3. YouTube.com

Insights: Top performing brands by platform

No.	Brand	Industry Category	Facebook
1	Guess2Give *	Entertainment	88.25
2	Appliances Online *	Retail	88.25
3	Thomas Cook UK *	Travel	88.03
4	UPS *	Transport & Logistics	86.75
5	Thomson Holidays *	Travel	86.32
6	Captain Morgan GB	FMCG	86.29
7	SEAT Mexico *	Automotive	85.30
8	American Airlines *	Travel	83.64
9	Tesco *	Retail	83.58
10	First Choice Holidays *	Travel	82.93
11	ABSOLUT UK *	FMCG	82.63
12	EE *	Telecommunications	81.91
13	Lufthansa *	Travel	80.05
14	Heart *	Publishing & Media	80.05
15	Marks and Spencer *	Retail	79.51
16	Petplan UK *	Financial Services	79.34
17	Ella's Kitchen	FMCG	79.15
18	Burts Potato Chips	FMCG	78.98
19	MCE Insurance	Financial Services	78.07
20	The Ellen DeGeneres Show *	Entertainment	78.00

* Ranked on Social Brands 100

No.	Brand	Industry Category	Twitter
1	Debenhams *	Retail	82.50
2	Adidas UK	Sports Apparel	82.10
3	Next *	Retail	81.62
4	American Airlines *	Travel	80.95
5	Vue Cinemas *	Leisure	80.86
6	Battlefield *	Entertainment	80.58
7	Lufthansa *	Travel	80.41
8	House of Fraser *	Retail	79.61
9	Innocent *	FMCG	79.36
10	Argos *	Retail	78.49
11	The Perfume Shop *	Retail	78.10
12	Virgin Trains *	Travel	78.10
13	Met Office *	Publishing & Media	77.77
14	EA SPORTS FIFA *	Entertainment	76.55
15	Nike Running *	Sports Apparel	76.07
16	Virgin Atlantic	Travel	75.02
17	Waitrose *	Retail	74.48
18	GAME	Retail	74.27
19	RSPCA	Charity	74.18
20	Galt Toys	Retail	74.06

* Ranked on Social Brands 100

No.	Brand	Industry Category	YouTube
1	Battlefield *	Entertainment	92.37
2	Converse	Retail	91.07
3	Warner Bros. Pictures	Publishing & Media	90.73
4	Universal Pictures UK	Publishing & Media	90.47
5	AllSaints	Retail	89.79
6	Fiat UK	Automotive	87.02
7	GoPro *	Consumer Electronics	86.82
8	Classic FM *	Publishing & Media	86.75
9	Mulberry	Retail	86.73
10	Teenage Cancer Trust *	Charity	86.10
11	IKEA UK	Retail	85.72
12	KISS FM (UK)	Publishing & Media	85.20
13	Absolute Radio	Publishing & Media	84.87
14	The Hits Radio	Publishing & Media	84.74
15	UNICEF UK	Charity	84.66
16	Heart	Publishing & Media	84.39
17	Liverpool FC	Leisure	84.36
18	Smooth Radio	Publishing & Media	84.36
19	Burberry	Retail	84.15
20	BBC	Publishing & Media	84.01

* Ranked on Social Brands 100

Insights: Other Platforms

In 2012, 49% of the Social Brands 100 were active on Google+ and Pinterest. Results from this year's survey indicate that figure has risen to 69% on Google+ and 66% on Pinterest, with approximately 70% planning to increase activity on these platforms in 2013. Almost 70% of the surveyed brands also plan to increase activity on Instagram. These figures beg the question whether the top three platforms will have turned into a top six by next year?

Instagram's rise appears to come at the expense of Flickr, on which only 37% of brands are active, with 10% of respondents planning to decrease activity on the photosharing platform in 2013.

Tumblr is a small but growing part of some brands' social repertoire, with 17% having a presence on the microblogging platform and over 20% reporting plans to increase activity this year.

Foursquare use, which had declined to 18% of brands in the 2012 ranking, has returned to slightly above 2011 levels with 23% of brands reporting they have a presence. This does not appear to be the beginning of a return for the geolocation platform, as only 10% of those brands expressed an intention to increase activity in 2013, with the rest planning to decrease or maintain current levels.

Most brands surveyed reported an intention to increase activity on multiple social platforms but, for the majority, social media budgets will remain 10% or less of the marketing budget this year (see Figure 2). This suggests teams may be increasingly stretched for resources, a situation which could have a negative effect on engagement.

Insights:
The social team remit

For some time a rationale has been made for social media teams to work independently across businesses, yet this is the case for only 27% of the brands surveyed.

For 57%, social media continues to sit in either the marketing or communications team, with almost 70% of respondents expecting the current structure to remain the same for the rest of 2013.

This figure varies slightly between industries, for example, Travel and FMCG brands are more likely than Retail to have a dedicated social media team.

Responsibilities appear to focus on strategy, community management, content planning and social media monitoring for those brands with dedicated teams
(see Figure 3).

Viewing social media primarily as just another communications channel stands to hinder engagement and reduce efficiency, since it touches almost every part of a business from frontline customer support through to HR, including employees active in their own time.

## % of marketing budget committed to social

0-10%	66.1%
11-15%	17.7%
16-30%	8.1%
31-45%	1.6%
46-60%	0%
61-75%	1.6%
76-90%	4.0%
91-100%	0.8%
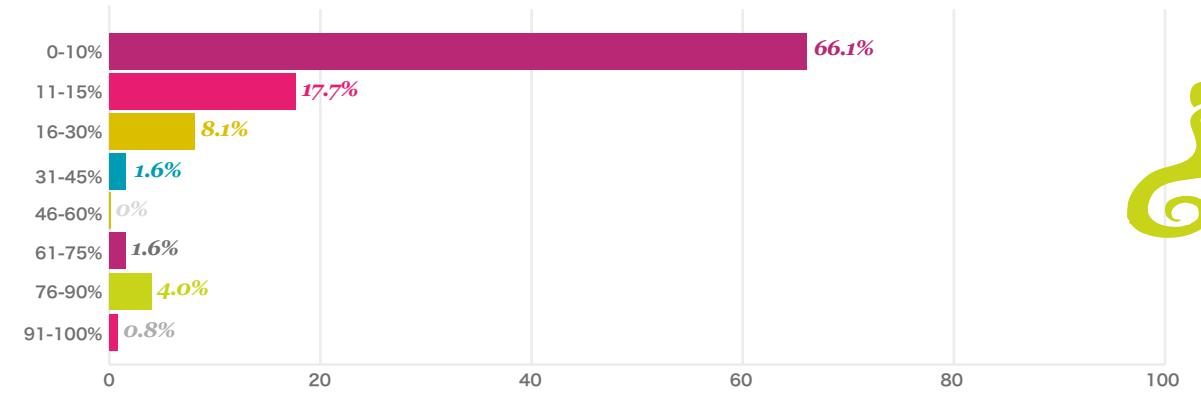
Figure 2

Dedicated social team responsibilities

Strategy	Community Management	Content Planning	Social Media Monitoring	Customer Support	Reputation Management	Influencer Outreach	Production	CRM

Figure 3

How are brands measuring their performance?

With a few exceptions, most of the surveyed brands measure social media performance using Engagement and Community Size metrics (see Figure 5), with over 75% reporting set targets for their performance metrics (see Figure 4).

Brands with high overall scores tend to have good Response Times and Response Rates in addition to good Engagement and Community Growth, indicating that in future it may be worthwhile for more brands to consider introducing customer service-related metrics such as these.

Do you set targets on these measures?

23.4%

76.6%

Yes
No
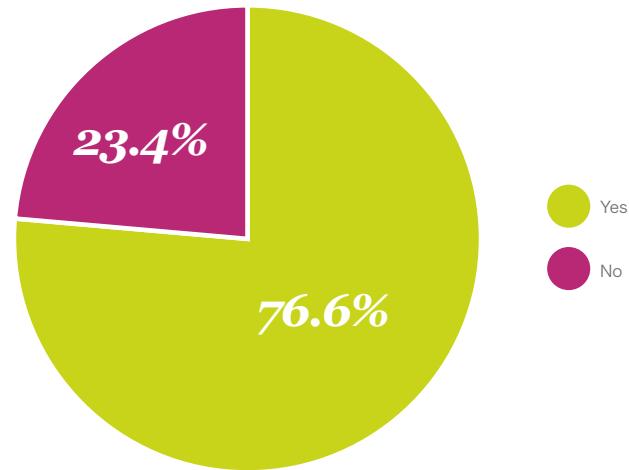
Figure 4

How do you measure social media performance?

Financial (eg. CPA, ROI)
Customer Service (eg. Response Time)
Sentiment & Attitudinal
Competitor Benchmarking (eg, share of voice, SB100)
Community Size (eg. fans, followers)
Engagement (eg. RTs, TAT)
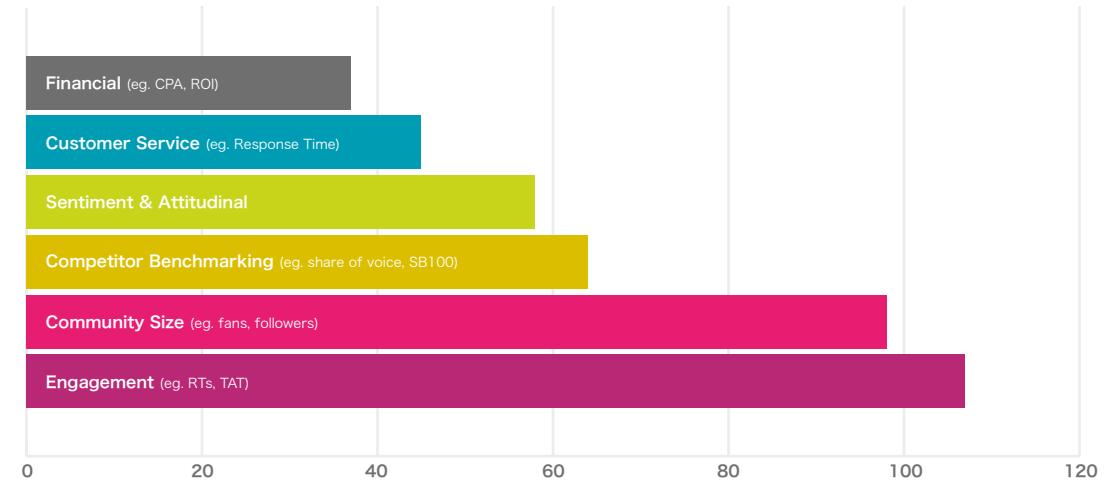
Figure 5

How do you see these measures changing in the next 12 months?

Financial
Customer Service
Sentiment & Attitudinal
Competitor Benchmarking
Community Size
Engagement

Increased usage
No change
Decreased usage
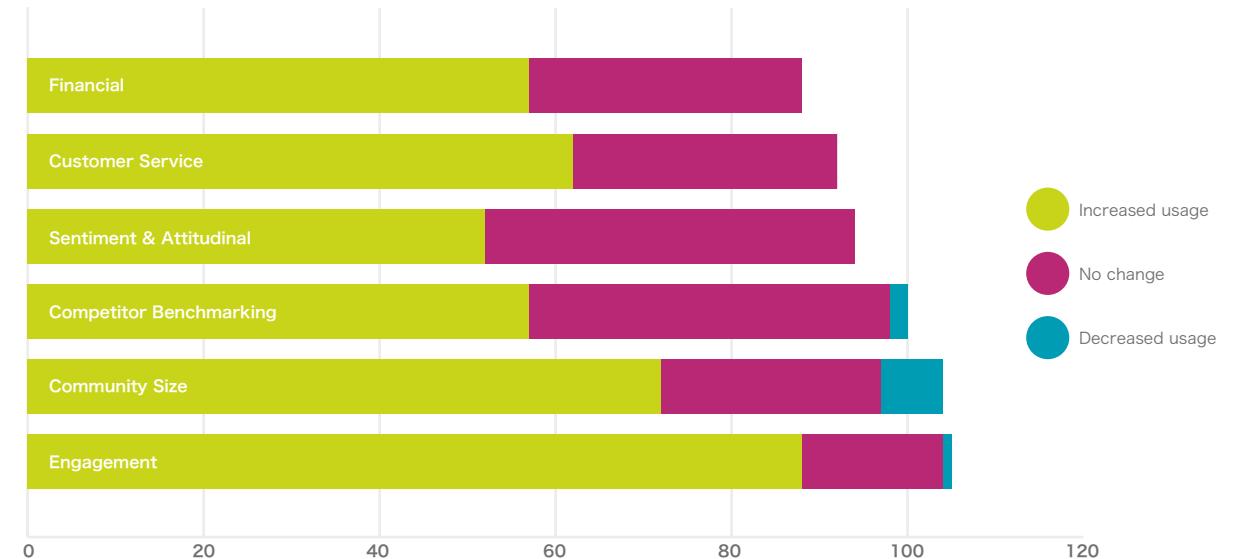
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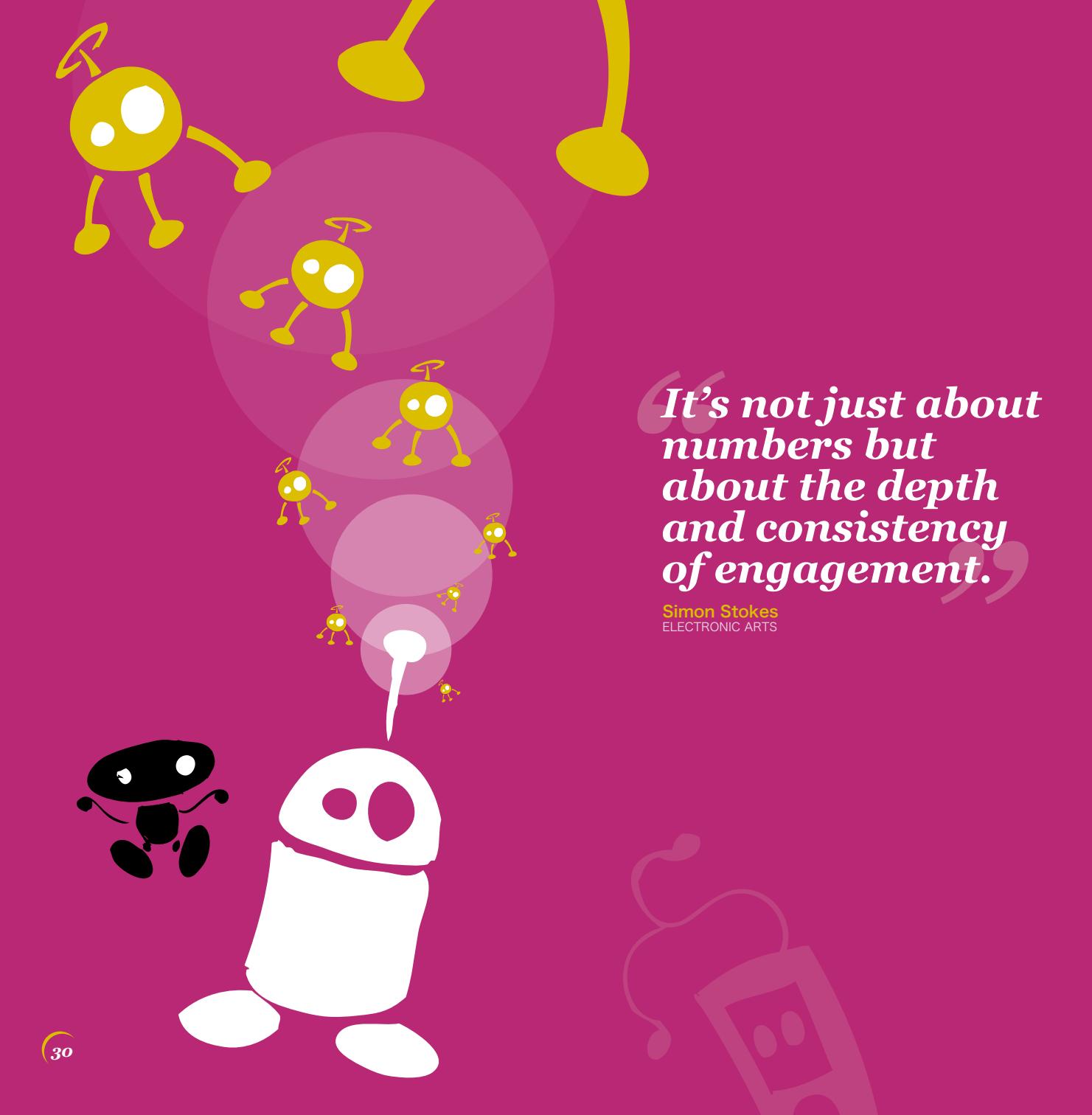
> ## "It's not just about numbers but about the depth and consistency of engagement."
>
> **Simon Stokes**
> ELECTRONIC ARTS

Case Study: BATTLEFIELD

Battlefield is the No.1 brand in Social Brands 100 for 2013. How this popular entertainment title from Electronic Arts made it to the top is a tale of solid engagement, reaching out to fans and extending a helping hand.

Describing the global video games company's approach from a UK perspective EA's Simon Stokes says, "We've really focused in the last year on the performance of our social engagement and been working hard to make sure it's not just about numbers but about the depth and consistency of engagement, so making sure YouTube, Twitter and Facebook work in tandem with each other."

As the top performing brand on YouTube, the game's Battlefield Moments posted by fans have undoubtedly contributed to it's high ranking. Stokes explains it's not possible to publish directly from the game, "A lot of our ardent fans have learnt how to do that, probably bought some software that allowed them to do it. And they will record their epic moments, stitch them together and then publish them on YouTube." He continues, "And we are eternally grateful for that level of passion and support for the game and the brand."

EA picked up on the success of these epic storylines and helped push it by giving fans more content to play with and inviting some of the best community people into the studio. "They started it but we've been encouraging it because we can see how great it is," says Stokes.
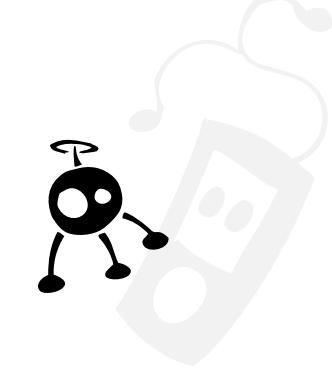
For Stokes the big challenge for social media is not owning the conversation and accepting that's the case: "The conversation out there would happen without us. It would also happen if we tried to stop it from happening. All we can do is facilitate and stimulate it, and try to be positive and encouraging."

Industries:
Publishing & Media

Publishing & Media brands made up 11% of the long list but only 5% of the top 100. The No.1 brand for this industry is Heart, one of two radio stations to appear in the ranking, and the only Publishing & Media brand in the list of top Facebook brands.

YouTube is the industry's strongest platform, with Publishing & Media brands scoring the highest overall average on the platform. Nine brands, only one of which ranks in Social Brands 100, appear in the YouTube 20: Warner Bros. Pictures, Universal Pictures UK, Classic FM, KISS FM (UK), Absolute Radio, The Hits Radio, heat, Smooth Radio and the BBC. The number of radio stations on this list is notable.

Creating engaging content sits at the very heart of Publishing & Media brands, so it's initially surprising to see the industry underperforms when overall scores are taken into account. Although these brands, particularly in radio and television, score above average on Fan Growth and Follower Growth, closer examination indicates scores are below average for Engagement Rate and Response Rate on Twitter and Facebook.

Publishing & Media appears to buck the trend set by other industries with lower than average customer service-oriented scores. Brands use social platforms, YouTube and Twitter in particular, very effectively to broadcast content but are not as strong at supporting conversations and responding to posts.

No.	Brand	Total Score
1	Heart *	68.13
2	Liverpool Echo *	66.11
3	Classic FM *	63.30
4	505 games *	63.22
5	Watch *	62.35
6	Kiss FM (UK)	61.38
7	Choice FM	60.36
8	Absolute Radio	60.23
9	Wales Online	59.94
10	Alibi	59.90
11	delicious.magazine	59.71
12	Daily Mirror	59.35
13	Great British Chefs	59.18
14	Activision	56.87
15	road.cc	56.84
16	Evening Chronicle, Newcastle	55.99
17	Guinness World Records	54.96
18	E4	54.56
19	Random House Inc.	52.95
20	Nintendo	52.66
21	Warner Bros. Pictures	52.50
22	BBC	52.41
23	Sky TV	52.28
24	ESPN UK	52.28
25	Penguin Books	52.23

No.	Brand	Total Score
26	ITV	51.46
27	Universal Pictures UK	51.45
28	CNN	51.16
29	Luerzer's Archive	50.91
30	Capital FM	50.32
31	Bloomberg News	49.96
32	Paramount Pictures UK	49.14
33	Disney·Pixar	49.08
34	National Geographic	49.00
35	XFM	48.92
36	So So Gay	48.91
37	The Hits Radio	48.90
38	Daily Post, North Wales	48.61
39	Smooth Radio	48.55
40	heat	48.32
41	Bethesda	47.85
42	MSN UK	47.33
43	Trip Advisor	47.29
44	Oxford University Press	47.06
45	The Guardian	46.82
46	Bike Sport News	46.41
47	WWE	46.35
48	Daily Mail	45.60
49	Gold	45.53
50	MTV UK	44.81

* Ranked on Social Brands 100

Industries: *Retail*

Retail is the top scoring Social Brands 100 industry, out performing other brands to make up 25% of the ranking, despite representing only 16% of the original pool of brands measured. Three Retail brands, Argos, Tesco and Dr Martens, appear in the top ten. Argos is the top performing Retail brand, ranked 7th overall.

Closer examination of the Data Scores indicates Retail brands are simply more consistent, scoring above average for Response Rate on Twitter and Facebook. This suggests they are using these platforms in a customer support capacity, prioritising responses to a significant proportion of posts and tweets.

The scores also identified an area for improvement. Retail brands consistently scored lower than average for Facebook Engagement Rates, suggesting fans do not like, share and comment on brand posts as consistently as for other industries. This may be related to Retail's tendency to focus on seasonally driven campaign periods when creating shareable, engaging content. Exceptions to this finding are Appliances Online, B&Q, and Neal's Yard Remedies, all of which achieved high scores for the Engagement Rate KPI.

The majority of Retail brands surveyed told us that social media sits in the marketing team. Respondents also reported a significant role for customer support in social team capability, alongside the core functions of strategy, community management, social media monitoring and content planning. If other areas of the business are involved in social media, they are most likely to include customer support. The majority of Retail brands use Engagement metrics to measure performance – perhaps surprising, given their lower then average Engagement Rates – followed by Community Size. Many of those surveyed reported plans to increase use of Customer Service metrics in 2013.

No.	Brand	Total Score
1	Argos *	73.85
2	Tesco *	73.10
3	Dr. Martens *	72.67
4	Aldi UK *	71.44
5	Waitrose *	71.03
6	Selfridges *	70.33
7	Next *	70.16
8	Appliances Online *	69.20
9	Marks and Spencer *	69.14
10	Sainsbury's *	68.62
11	Just Eat *	68.23
12	Schuh *	67.61
13	ASOS *	67.39
14	House of Fraser *	67.37
15	Debenhams *	66.89
16	The Perfume Shop *	66.09
17	Very.co.uk *	64.65
18	Kiddicare *	64.61
19	B&Q *	64.26
20	Neal's Yard Remedies *	63.82
21	Ocado *	63.04
22	Dorothy Perkins *	62.55
23	The Body Shop UK *	62.09
24	Matalan *	62.08
25	John Lewis *	61.44

No.	Brand	Total Score
26	Liberty London	61.29
27	Groupon UK	60.07
28	Mulberry	58.99
29	Phones 4u	58.91
30	notonthehighstreet.com	58.48
31	Lush	58.31
32	Pets at Home	58.28
33	eBay	57.25
34	Freya Lingerie	57.17
35	New Look	56.88
36	T.M.Lewin	56.72
37	Alfred Dunhill	56.67
38	Homebase	56.62
39	Harrods	56.18
40	Wallis	56.11
41	Benefit Cosmetics UK	55.79
42	TK Maxx	55.56
43	Converse	55.53
44	Thorntons	55.37
45	The Chocolate Cellar	54.63
46	Crocs UK	53.73
47	AllSaints	53.51
48	Frugi	53.49
49	GAME	53.27
50	Superdry	51.66

* Ranked on Social Brands 100

Brands by platform

Retail brands make up eight of the top 20 brands on Twitter, with supermarkets scoring highest for Response Rate and Response Time.

Performance is generally not as good on other platforms, with only three brands appearing in the Facebook top 20, which tallies with the lower scores recorded for Engagement Rate.

Five Retail brands appear in the YouTube top 20, and although Retail brands do not tend to score below average, other industries fared particularly well on video sharing by comparison.

Retail brands appear ready to embrace new platforms, with those that responded to the survey more likely than the average to have a presence on Google+ (85% have a profile), Pinterest (95%) and Instagram (65%).

Retail brands are less likely to be on foursquare (15%), tumblr (20%), and Flickr (10%).

Ocado Mealtime Masterclasses: If Retail brands appear to be missing out when it comes to video channels, here's a snippet from Ocado on an innovative campaign.

Ocado launched on Google+ in 2012, partnering with Great British Chefs to broadcast a series of live masterclasses on Google+ Hangouts, which were also streamed on YouTube. During one week, three Michelin-starred chefs each created a signature dish with people cooking at home with them.

At any given time, about 60 people followed the live event and the resulting YouTube videos have had almost 175,000 views to date. YouTube channel views jumped from 50k to 230k in one week, and have since grown to almost 2 million.

> ## "Social media is hugely important; not only from a brand, but from a customer service perspective."
>
> **Emily Lewis**
> ARGOS

Case Study: ARGOS

Social media has played a crucial role in the evolution of high street stalwart Argos into the 'UK's leading digital retailer', as the company now describes itself. Argos has a network of 740 retail stores and in addition has witnessed a massive expansion of its online business.

We spoke to Social Media Manager Emily Lewis. "Social media is hugely important; not only from a brand, but from a customer service perspective as well." Active listening is certainly a social brand principle Argos has taken to heart, responding quickly to customers' queries on Facebook and Twitter, as well as monitoring the web for company mentions and joining the conversation as appropriate. Lewis explains, "Our customer service team is great at responding to any questions or issues that come through. It's obviously a very public space, but the way we then respond to any challenges can actually turn things around, and get that customer back on board again very quickly." Real-time geo-targeted information is also important and this winter Argos was able to alert customers on Facebook to temporary store closures in South Wales caused by heavy snow.

Innovation is something Argos takes seriously too. The company claims a first in engaging with Shazam technology in conjunction with an ad for a new iPad app. "It was a way to encourage people to download our app and we had just under 20,000 shazams," says Lewis.

Feedback on the Argos 'Aliens' advertisements via social platforms has led to the launch of alien children Astrid and Rufus as collectable toys. Lewis is enthusiastic about developments, "We have those because of customer demand we saw through social media. That's a great story for us and we'll also be starting our Alien Twitter feed later this year."

There are 11 FMCG brands included in Social Brands 100 this year. Having made up 17% of the long list, the industry underperformed overall. Food and drink brand Innocent is the number one industry brand, and the only FMCG brand to appear in the top 10 and top brands overall on Twitter.

Although food and drink FMCG brands tend to score above average on customer support metrics, they really stand out on Engagement Rates, with food, drink and alcohol brands achieving above average scores on Twitter and Facebook. Brands scored below average on Twitter for Mentions by User and Follower Growth. This suggests that although they share engaging content, FMCG brands are not generally joining conversations with their community, and therefore losing out on Community Growth.

Four FMCG brands featured in the top Facebook brands overall: Captain Morgan GB, Absolut UK, Ella's Kitchen and Burts Chips. With the exception of Absolut UK, these brands don't appear in the overall top 100. Closer examination of the pages suggests campaign activity coincidentally launched in early spring, during the Social Brands 100 data-gathering period, boosted engagement levels with their communities, using competitions and additional content and by responding to the resulting conversation in a timely way. The particularly high scores achieved on Facebook demonstrate the value of such activity. The challenge for these brands will be to maintain levels of engagement during non-campaign periods and not lose the connection with their communities.

Although FMCG brands do not appear on the overall high performers table for YouTube, they do tend to achieve above average Engagement Rates on the platform, in particular Walkers, Rekorderlig Cider, Lurpak, and Bulmers UK.

On other platforms, the surveyed FMCG brands reported a higher than average presence on Pinterest (73%) and lower then average presence on Google+ (36%) and Instagram (36%). Respondents expect that activity will increase somewhat on these platforms in 2013, but the emphasis will remain on Facebook, Twitter and YouTube.

No.	Brand	Total Score
1	Innocent *	74.40
2	Walkers *	71.34
3	Rekorderlig Cider *	70.37
4	Lurpak *	67.74
5	Bulmers UK *	65.00
6	Yorkshire Tea *	64.67
7	ABSOLUT UK *	63.91
8	Cadbury Dairy Milk *	63.65
9	Relentless Energy Drinks *	62.87
10	Cadbury UK *	62.67
11	Bushmills Irish Whiskey *	62.15
12	Heineken	61.15
13	Carte Noir UK	60.33
14	Oral-B	59.39
15	Baileys	59.03
16	Tetley	58.61
17	The English Provender Co.	58.43
18	Doritos	58.12
19	The Collective NZ	57.40
20	FRijj	57.18
21	Schwartz	57.14
22	Anchor	56.99
23	Marmite	56.22
24	Burts Potato Chips	56.19
25	Maximuscle	56.08

No.	Brand	Total Score
26	Ella's Kitchen	56.05
27	Kenco	55.38
28	Kellogg's UK	54.94
29	Vita Coco	54.76
30	Coca-Cola UK	54.56
31	Simple Skincare	53.88
32	belvita Breakfast	53.80
33	Campo Viejo	53.40
34	Snickers	53.38
35	Bombardier Beer	53.27
36	Whiskas	53.25
37	Red Bull	53.18
38	Lindt Chocolate UK	52.88
39	Ben & Jerry's UK	52.70
40	The Macallan	52.57
41	Warburtons	52.37
42	Cravendale Milk	52.05
43	Jaffa Cakes	51.99
44	Pot Noodle	51.85
45	Tiger Beer UK	51.40
46	Lynx	51.33
47	The Collective UK	51.19
48	Captain Morgan GB	50.94
49	Cafédirect	50.60
50	Breckland Orchard	50.55

* Ranked on Social Brands 100

Social Team

FMCG survey respondents report that social is most likely to be led by the marketing or communications team, although some reported having a dedicated social media team.

Social media monitoring and community management tend to be priority functions for social.

If other areas of the business are involved in social media, they appear more evenly spread, including content planning, influencer outreach, reputation management and customer support.

Most survey respondents indicated that Engagement was the most popular metric, which fits with the industry's strengths. An increase in customer service metrics is expected in 2013, suggesting awareness that this could be an area for improvement.

Yorkshire Tea prides itself on making the most of small opportunities to create buzz.

Yorkshire Tea has a long-running policy to respond to any mentions of the brand in what it describes as a 'thoughtful way.'

This means not only monitoring for brand mentions but also seeking opportunities for a more creative response.

Last year a fan commented that he likes to sniff his freshly opened box of Yorkshire Tea. The team spotted the comment and asked their community if anyone else did the same – the resulting conversation turned out to be one of its most popular posts.

> *Our social and our digital teams work hand in hand with our creative teams.*

Joe McEwan
INNOCENT

Case Study: INNOCENT

Last year's overall winner is still the No.1 FMCG brand and in 6th place in the 2013 ranking. Innocent has marked another year by increasing its fan base, quadrupling engagement levels and an emphasis on even better content.

Highlights have included being an official sponsor at the London 2012 Olympics and the Big Knit, Innocent's campaign in support of Age UK, now in its 10th year.

Communities Manager Joe McEwan is clear how Innocent's approach to social media has moved on: "I think the quality of the content we produce in-house and share with the wider world is much better than it used to be." He puts this down to avoiding, at all costs, being the equivalent of "the boring guy at a party" and being flexible; "We do plan our content, but certainly not within an inch of its life."

As an example, McEwan explains Innocent's campaign for the Olympics; "We created posts for different themes, including a very tongue in cheek guide to sports, such as a guide to horse dancing. It was a bit silly. And other bits were maybe more serious."

Believing something inherently likeable is going to be liked, McEwan tells us he will be happy if he can look back at his time at Innocent and say, "I never asked to be liked, but we were liked".

As the company has grown, we ask how easy it is to keep a consistent approach. "We will never hire someone who doesn't get what we do, who we are not 100% confident can be left alone to write on behalf of this great brand, and who can do so in a way that we'll be proud of, and that's the key thing to be honest," McEwan explains. And collaboration of course, "Our social and our digital teams work hand in hand with our creative team. So it's very much one big united front in that sense."

Industries: Travel

Travel is another high performing industry on Social Brands 100, representing 15% of the ranking but only 10% of the original long list. Four travel brands feature in the top ten overall, including American Airlines, Lufthansa, Thomson Holidays and Thomas Cook UK.

Results indicate this is an industry prioritising good service in social spaces, achieving high scores on customer support metrics across platforms but losing ground on engagement. High performing travel brands appear to be behaving in an appropriate, transparent manner with communities, though perhaps not always creating loyal advocates.

American Airlines, ranked No. 2 overall, is the top performing Travel brand. The airline is also included in the top performing brands overall on Twitter and Facebook and scores above average for its industry on YouTube, demonstrating admirable consistency.

The Surveyed Travel brands reported a variety of approaches for placing social teams in the business. As found elsewhere, the majority are located in marketing and communications departments but more Travel respondents reported social media sitting within digital teams than in other industries and the main function of the team was strategy, followed by customer support.

Surprisingly, Customer Service is not the metric Travel brands say they use to measure performance in social, with many planning to introduce those KPIs in 2013. Engagement and Community Size are currently the most popular measures for Travel brands.

No.	Brand	Total Score
1	American Airlines *	78.15
2	Lufthansa *	75.52
3	Thomson Holidays *	74.86
4	Thomas Cook UK *	74.57
5	WestJet *	70.49
6	EasyJet *	68.75
7	First Choice Holidays *	68.53
8	Virgin Trains *	67.59
9	London Midland *	67.34
10	Princess Cruises *	66.09
11	Amtrak *	65.90
12	Heathrow Airport *	65.84
13	Delta *	65.84
14	Kuoni Travel *	61.89
15	trent barton	61.59
16	Secret Escapes	60.48
17	Southwest Airlines	59.97
18	Gatwick Airport	59.14
19	Virgin Atlantic	58.86
20	Chiltern Railway	58.79
21	STA Travel	58.77
22	KLM	58.65
23	lastminute.com	58.29
24	Go North East	58.20
25	British Airways	57.46

No.	Brand	Total Score
26	Lothian Buses	57.17
27	Cunard Line	57.02
28	LateRooms.com	56.45
29	Hurtigruten	55.84
30	United	54.25
31	JUCY World	53.77
32	Royal Caribbean UK	52.86
33	P&O Cruises	52.54
34	P&O Ferries	52.50
35	Virgin Holidays	51.11
36	Cardiff Bus	49.86
37	Torbay Bus Routes	49.72
38	Oxford Bus Company	49.56
39	Southern Rail	49.52
40	Mr & Mrs Smith	49.34
41	Celebrity Cruises	49.19
42	Travelzoo	48.38
43	Condor Ferries	47.80
44	Expedia.co.uk	47.80
45	National Rail Enquiries	47.13
46	Red Funnel	47.02
47	South West Trains	46.71
48	VisitBritain	45.62
49	TransPennine Trains	45.11
50	Avis UK	44.02

* Ranked on Social Brands 100

Industries: Travel

Brands by platform

Travel brands appear to be making the most of Twitter as a customer support channel and four feature in the top 20 brands for that platform: American Airlines, Lufthansa, Virgin Trains and Virgin Atlantic.

On Twitter, bus and train companies, travel agents and airlines scored particularly well on Response Rate and Response Time KPIs. Travel brands do score below average for Engagement Rate, however, indicating that they are behaving in a reactive way rather than starting conversations.

Five of the top 20 Facebook brands overall are from the Travel industry: Thomas Cook, Thomson Holidays, American Airlines, First Choice Holidays and Lufthansa. Facebook appears to be used well by travel agents and bus companies for customer support generally, still it looks like more could be done to engage customers.

Although 100% of Travel brands surveyed are present on Facebook and Twitter, only 89% have a YouTube channel, which is below the total figure of 94% for all brands surveyed. No Travel brands appear in the YouTube top 20, despite airlines generally scoring above the industry average on that platform.

Travel is one of the few industries to report an above average presence on foursquare of 37% but, given the location-based nature of the platform, that is hardly surprising. Travel brands are also active on Pinterest (63%) and Instagram (53%) with many survey respondents reporting intentions to increase activity on those platforms in 2013, in addition to Facebook, Twitter and YouTube.

Case Study: AMERICAN AIRLINES

American Airlines, which may soon become the world's biggest airline following the announcement of a planned merger in March 2013, is the No.1 Travel brand in this year's Social Brands 100, and No. 2 in the overall ranking.

The airline has long been active in social media, although it was only two and a half years ago that the company really started to take note of social's potential for the business. "First, we could see that customers were using it worldwide," said American Airlines' Director of Social Communications Jonathan Pierce. "Then Internet-enabled phones became so prolific, we were seeing social proliferating throughout the customer experience. We could see real-time sharing of experiences throughout a journey."

At that point, Pierce was appointed to the airline's first dedicated social media role to define strategy for social across the business. Since then he's built up a 'team of two sides', including customer service and customer engagement.

"From our business perspective, having the reservations people, who tend to deal with pre-travel issues, in the same space as the public relations people, who often handle post-travel issues, can speed up response," says Pierce. The team monitors all the platforms together, so if a customer posts on multiple social networks, conversations can be joined up and commented on quickly.

With a large number of frontline staff at American Airlines, for Pierce, the key is getting people in customer service positions to look at interactions as part of a relationship, not solely transactional. "Social is not just the role of a team of people in communications. It's changing the way decisions have to be made and changing the way we act on customer feedback," says Pierce.

"There is a long way to go, social is constantly changing and the way our customers use social is constantly evolving."

Charities make up 6% of the long list but 15% of the ranking, although none appear in the top ten. Dog welfare charity Dogs Trust was the top ranking Charity at No.15.

Charities scored above average for Twitter and Facebook Engagement Rates and Response Times on Facebook. The scores suggest Charities are generally focusing on Facebook as a tool for content sharing above other platforms.

Two brands that scored on platform top tables did not make the top 100: the RSPCA on Twitter and UNICEF UK on YouTube.

Both organisations demonstrate consistency with above average scores across all metrics for those particular platforms. Also of note is Teenage Cancer Trust, which scores well above average on all four YouTube metrics, indicating the charity is producing engaging content that is being shared and discussed.

Charitable sector respondents to the survey reported some successes over the last year further integrating social media across their organisations, largely caused by greater awareness of the potential returns on engagement. They also reported a couple of significant challenges: standing out in an increasingly noisy space, not only filled with other charities but commercial businesses too, and the challenge of engaging with a community with increasingly high expectations from brands in social spaces.

Diabetes UK #type1aware: Crossing platforms to raise awareness and reach new communities.

To raise awareness of the most common symptoms of Type 1 diabetes in children, Diabetes UK needed to go beyond its core social media community to engage with people who had no previous connection to the condition.

An educational film was central to the campaign. It was posted on YouTube, then publicised through promoted tweets and a Facebook campaign with content specifically targeted at people who would most benefit from the messages, and be likely to share it with their friends. The video has had 89,000 views so far and the campaign is an ongoing part of Diabetes UK's social media strategy.

No.	Brand	Total Score
1	Dogs Trust *	71.31
2	ARKive *	69.71
3	Blue Cross *	68.14
4	Marie Curie Cancer Care *	68.12
5	National Trust *	67.14
6	Teenage Cancer Trust *	66.63
7	WWF *	66.30
8	British Heart Foundation *	66.25
9	British Red Cross *	65.66
10	Virgin Money Giving *	64.06
11	WildPhotos *	63.69
12	Diabetes UK *	63.60
13	DoSomething.org *	63.06
14	Macmillan Cancer Support *	62.16
15	Amnesty International UK *	61.65
16	Shelter	60.34
17	The National Lottery	60.14
18	RAF Benevolent Fund	59.98
19	Give as you Live	59.76
20	Cancer Research UK	58.87
21	UNICEF UK	58.79
22	RSPB	58.49
23	Help for Heroes	57.97
24	RSPCA	57.00
25	Oxfam	56.75

No.	Brand	Total Score
26	Centrepoint	54.46
27	Age UK	52.26
28	Barnardo's	51.64
29	NSPCC	51.19
30	MS Society	48.81
31	JustGiving	46.48
32	Avaaz	46.00
33	The Prince's Trust	44.21
34	Child's i Foundation	41.28
35	The Royal British Legion	36.34
36	Visit Woods	36.24
37	Action for Children	34.97

* Ranked on Social Brands 100

> *"YouTube, and videos generally, have made a big difference."*
>
> Jacqui O'Beirne
> DOGS TRUST
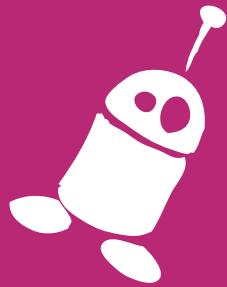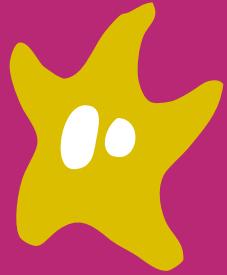
Case Study: DOGS TRUST

Dogs Trust is the largest dog welfare charity in the UK, with a mission to find homes for unwanted dogs. The charity's proud claim is no healthy dog is ever destroyed. They came 15th in Social Brands 100 this year and Charity industry No. 1.

Head of Digital Marketing Jacqui O'Beirne told us about the importance of social media to their work: "Our main objective is to raise awareness of our organisation and help get dogs re-homed, we made a conscious decision not to use it as a fundraising channel until we had a committed and engaged audience. Though we have now had our channels for over five years, we still very rarely ask for financial contributions, but when we do, we get a great response."

With their core community on Facebook, Dogs Trust scored well above average on all platforms. In particular, the like/dislike ratio on YouTube suggests people are watching their videos and responding to them. O'Beirne explains, "YouTube, and videos generally, have made a big difference. For example, a dog in our care for two years was re-homed within a week of posting a film on Facebook. Video shows the dogs in a completely different light from static images." According to O'Beirne, the charity has not invested in sophisticated equipment apart from a digital camera and editing software.

Dogs Trust has a High Response Rate to fan posts and tweets. O'Beirne says, "We try to reply to everyone, even if it's just a quick thank you. We have no one person dedicated to it but as a team we try and provide seven days a week cover to respond to our supporters."

With a digital marketing team of three people, O'Beirne sees them providing a service across the charity's other departments. A recent highlight was Tate art gallery retweeting Dogs Trust's take on David Shrigley's Turner Prize nomination.
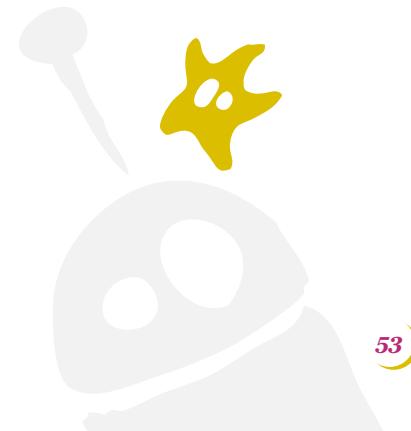
Simplyhealth 'Together we can make a difference' campaign: using social TV to spread a heart health message.

Promoting healthy lifestyles and raising awarenesss of its charitable giving are priorities for insurance provider Simplyhealth and last year they combined both in their first social TV campaign.'Together we can make a difference' was an innovative yet simple integrated campaign that turned Facebook Likes into pounds for charity.

For every Like on their Facebook page, Simplyhealth donated £1 to Heart Research UK. The initial £30,000 donation target was reached in just under four weeks and the target increased to £150,000 to fund a research project following feedback from the community on Facebook.

According to Simplyhealth, the approach worked well with people engaging on Facebook, mainly using their mobiles. The campaign prompted lots of personal responses from new fans and existing customers about their experiences with heart problems. The campaign has been shortlisted for Best Charity Partnership at the Business Charity Awards this year.

The Financial Services industry made up a much smaller part of the long list, just 3% this year, and is represented in equal measure on Social Brands 100 by three brands: Petplan UK, Barclays UK and Barclaycard.

Ranking No. 56, Petplan UK is the highest scoring brand and one of the top performing brands on Facebook.

Overall, Financial Services brands performed best on Facebook and Twitter, with highest scores on average for Response Time on Facebook. Aviva UK does not appear in the top 100 but scored above average on YouTube, along with Barclaycard. With these two exceptions, YouTube scores were generally below average in this industry compared to brands from other industries in the ranking.

No.	Brand	Total Score
1	Petplan UK *	65.37
2	Barclays UK *	62.99
3	Barclaycard *	62.65
4	Wonga	58.54
5	Virgin Money UK	57.06
6	MCE Insurance	51.59
7	Simplyhealth	48.06
8	RBS	47.47
9	Aviva UK	47.15
10	Capital One UK	45.50
11	Funding Circle	43.55
12	HSBC	43.37
13	Santander UK	40.77
14	MoneySupermarket	39.06
15	Lloyds	32.07
16	PayPal	30.86
17	first direct	30.34
18	Skandia	30.24
19	Churchill Insurance	28.45
20	Bank of Scotland	17.48

* Ranked on Social Brands 100
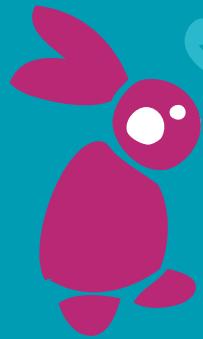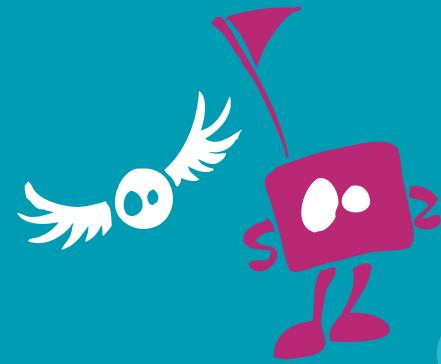
Case Study: B A R C L A Y S

Barclays is this year's only retail bank in Social Brands 100, ranked the No.2 Financial Services brand and in 82nd position overall.

For Senior Social Media Manager Miles Eames, this achievement reflects the hard work the bank had put into opening up to customers and encouraging their feedback.

He says, "Social media is not an option anymore, it's a must have." Describing Barclays' approach he says, "From the start our aim has been to be the 'Go-To' bank and our social strategy is linked to that. We really felt it was important to put the customer first and right at the heart of the conversation, and that we should be there for them."

Eames acknowledges that for too long banks have had a tendency "to batten down the hatches," believing this outmoded attitude has to change. He explains, "We're there to have conversations around finances. Let's not forget, finance involves everyone. And what better place to talk about that than on social media and who better to help instigate those conversations than someone who's got a lot of experience of that?"

For a bank with 16 million customers, Facebook is obviously an important platform in terms of outreach and Barclays has focused on producing engaging content such as research from the bank's insights team. While Twitter activity is more about customer service, with a dedicated team to answer customer queries.

Social media in a highly regulated environment has its challenges Eames agrees, "It's difficult, but not impossible. As a bank, we need to keep confidentiality at the core of what we do. Clearly, we have to be careful and we do have a lot of internal guidelines. We're there to have those general conversations about finances, about savings, all those issues surrounding money rather than actually talking about specific products to sell."

> "*Social media is not an option anymore, it's a must have.*"

Miles Eames
BARCLAYS

Education

No.	Brand	Score
1	University of Southampton	58.98
2	The University of Sheffield	56.91
3	Durham University	56.70
4	University of East Anglia	55.56
5	University of Birmingham	53.96
6	University of Exeter	51.93
7	Nottingham Trent University	51.87
8	University Of Huddersfield	50.55
9	The University of Glasgow	48.59
10	Manchester Metropolitan University	48.43

Utilities

No.	Brand	Score
1	EDF Energy *	63.45
2	E.ON	59.45
3	Thames Water	56.38
4	British Gas	54.81
5	Southern Water	24.69

Entertainment

No.	Brand	Score
1	Battlefield *	81.16
2	Guess2Give *	72.61
3	EA SPORTS FIFA *	69.23
4	The Ellen DeGeneres Show *	64.43
5	Halo *	63.09
6	Coral	59.29
7	Ladbrokes	59.11
8	Betfair Poker	55.54
9	Paddy Power	54.58
10	Call of Duty	53.53

Cosmetics

No.	Brand	Score
1	Rimmel London *	64.06
2	Estée Lauder *	62.88
3	L'Oréal Paris UK *	61.69
4	Revlon UK	60.68
5	VO5 Extreme Style	57.25
6	Soap and Glory	56.24
7	NYR Organic	55.85
8	Clinique UK	53.18
9	Clarins	52.23
10	Max Factor UK	51.86

Technology

No.	Brand	Score
1	Lenovo UK	58.90
2	AVG	54.67
3	Microsoft	52.30
4	TU Me	48.70
5	Dell	48.16
6	Hewlett Packard	47.86
7	Toshiba UK	47.81
8	Salesforce	46.66
9	SAP	46.49
10	Google	40.89

Hospitality

No.	Brand	Score
1	Butlins *	62.66
2	Costa Coffee	61.26
3	Premier Inn	60.71
4	Center Parcs UK	60.37
5	YO! Sushi	60.15
6	TGIs	59.21
7	Starbucks UK	58.46
8	Cafe Mambo Ibiza	58.13
9	Pret A Manger	57.52
10	Gatecrasher	57.46

Telecommunications

No.	Brand	Score
1	EE *	72.64
2	Vodacom *	64.81
3	Virgin Media *	64.15
4	AT&T	59.05
5	giffgaff	57.64
6	Tesco Mobile	57.04
7	Mobile Vikings	56.25
8	T-Mobile UK	51.29
9	O2	51.17
10	Comcast	50.24

Leisure

No.	Brand	Score
1	British Museum *	67.68
2	Southampton FC *	65.21
3	Leicester Tigers RFC *	65.20
4	ODEON Cinemas *	63.19
5	Vue Cinemas *	62.91
6	Tate *	61.39
7	Liverpool FC	58.86
8	Virgin Active UK	56.98
9	Thorpe Park	55.73
10	Tottenham Hotspur FC	55.58

Consumer Electronics

No.	Brand	Score
1	GoPro *	68.88
2	Samsung Mobile	60.43
3	HTC UK	59.45
4	Xbox	59.44
5	Bosch Home UK	57.85
6	Samsung Camera	57.24
7	Samsung Mobile UK	56.59
8	Gibson Guitars	54.60
9	Sony Mobile GB	54.45
10	Philips	52.95

Automotive

No.	Brand	Score
1	SEAT Mexico *	67.68
2	Audi UK *	65.21
3	Toyota UK *	65.20
4	Fiat UK	63.19
5	Mercedes	62.91
6	ŠKODA UK	61.39
7	Volkswagen UK	58.86
8	BMW	56.98
9	Renault	55.73
10	Land Rover UK	55.58

* Ranked on Social Brands 100

What's next?

In August 2012 Google research found that 90%[1] of our daily media interactions were screen based, with digital and social experiences dominating our waking hours. Looking towards 2014, we have highlighted some key trends shaping the future, which we believe will be important for marketers building successful media strategies during the year ahead.

Multi-screen

Screen devices that connect to the web enable us to communicate via social media. We frequently use multiple devices through the course of a day to access the social web, such as a laptop or desktop, smartphone or tablet, and with each device we display different behaviours. Last year, Facebook's active users via mobile rocketed by 57%[2] and in the UK 80%[3] of Twitter users opted for mobile access. Industry experts predict tablets to outsell PCs in 2013, increasing pressure for marketers to grasp this new context. We need to become more sophisticated when deciding what content to post and when, to ensure we maximise community engagement. This comes down to understanding patterns of multi-screen behaviour, then applying this knowledge within the concept and development of content. Our mantra should be all social content, whether for Facebook applications, social videos, YouTube widgets and the rest, must be designed, developed and produced to work responsively across all screen types, not just desktop or laptop.

Small data

With all the talk about big data, we should instead turn our attention to small data. While big data is vital for business-wide intelligence and building great repositories of information, small data is more than sufficient for customer service teams wanting to understand actionable data such as social media response times, complaint resolutions and ways to improve. There are tools to help marketers identify the best time to optimise posts, how many of their community are on Facebook and Twitter at any given moment, which devices they are using and, more specifically, what people are discussing to inform content. All of this distributed small data can be harnessed to build a smarter, manageable repository of social intelligence for future social business strategies.

Visual content

Content strategy is undoubtedly the buzz phrase among the social media elite for 2013. Rather than discuss strategy here, we would like to focus on the most engaging content within social media as highlighted by research from Facebook[4]; visual-based content, where production costs are tumbling. For example, to create a six second video on Vine requires only a smartphone and some imagination, enabling brands with a limited budget for above-the-line activity to compete with the market leaders. We expect to see marketing teams become more sophisticated in developing and producing visual based content. Some brands may invest in dedicated resources, including photographers, videographers and designers, to work with community managers rapidly publishing brand owned content as part of Facebook and Twitter strategies. For those brands that find content production challenging, we could see more employees across businesses given the remit to create visual material to feed into overall content strategy.

Privacy

When it comes to the Social Brands 100 report for 2014, we should know more about Google Glass (dubbed by the media as 'little sister') and its effect on society. There is already an emphasis on the wider discussion of privacy in the media. In our previous report we raised natural user interfaces and facial recognition, and the opportunity they represent for many industries to provide social rewards. The introduction of Google Glass could open up the privacy debate, resulting in people re-assessing precisely what information they are giving to brands when they like a post or a page, comment or share content across the social web. Depending on the outcome, this could pose a challenge for many brands involving social media strategy and content.

1. http://www.google.com/think/research-studies/the-new-multi-screen-world-study.html (accessed April 2013)

2. http://www.guardian.co.uk/technology/2013/apr/04/facebook-mobile-debut-android-smartphone-htc (accessed April 2013)

3. http://econsultancy.com/uk/blog/9884-twitter-hits-10m-uk-users-80-use-mobile (accessed April 2013)

4. http://cdn1.hubspot.com/hub/53/How-to-Engage-Fans-on-Facebook-04.pdf (accessed April 2013)

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Please contact any of us with thoughts or questions at socialbrands100@headstream.com or @socialbrands100.

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