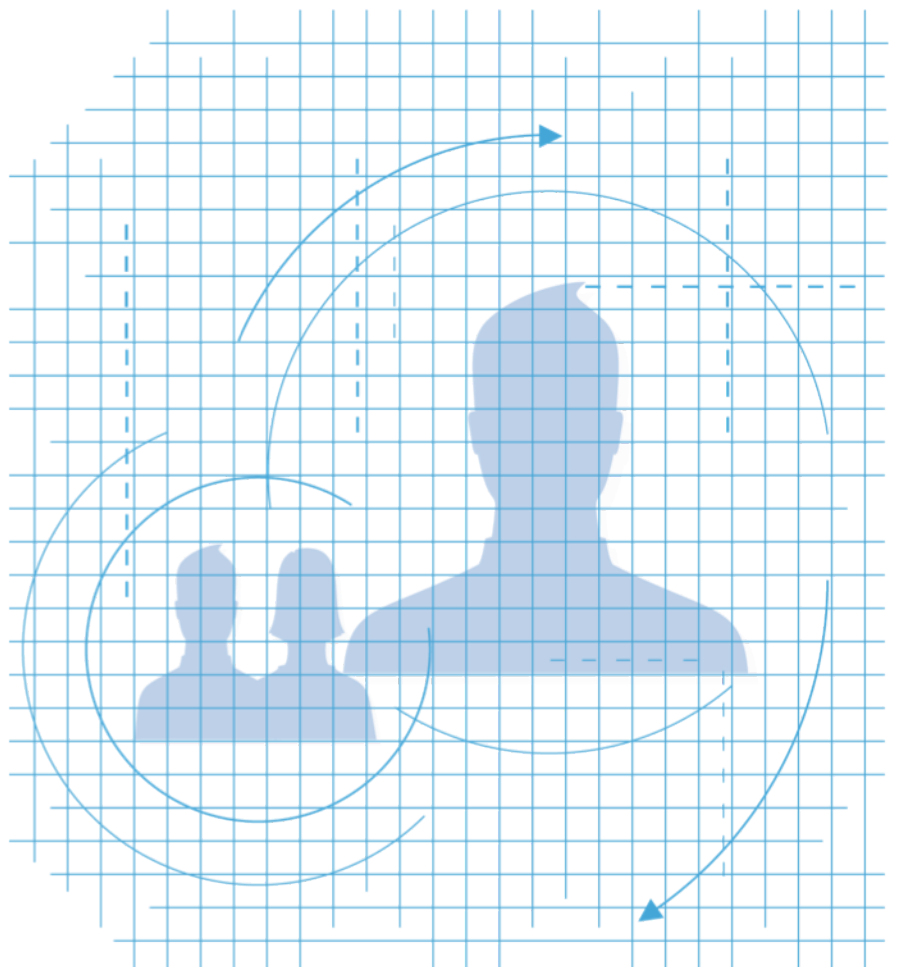


# Measuring Success In The Connected World

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

July 2012



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## Executive Summary

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A recent Forrester Consulting study commissioned by Facebook showed that 71% of marketing leaders surveyed believe companies can gain a competitive advantage through social media and 76% agreed that social media is important for brand building. Furthermore, 59% of the VP- and C-level marketing professionals surveyed marketers in the Forrester Consulting study believed that companies that don't fully embrace social media will not survive in the future. As both digital marketing and social media gains a larger slice of the marketing budget, marketing leaders must evolve the measurement techniques they use to evaluate the business value they are creating with these efforts.

In December 2011, Facebook commissioned Forrester Consulting to evaluate how businesses operate in a connected world, including how they must measure the effectiveness of their social efforts. Forrester conducted online surveys with 101 VP- and C-level marketing professionals and interviewed 12 CEOs, CMOs, and VPs of marketing.

From this study, Forrester found that marketers believe that it's important to measure social media as part of a holistic marketing strategy, but struggle to do so. They find themselves falling back on unreliable proxies, such as the number of "likes" or postings, rather than measuring fundamental business outcomes. In this paper we provide marketers with the ability to advance their social measurement sophistication with a framework that connects social actions with brand and business objectives.

### Key Takeaways

To measure their success in the connected world, marketers must:

- **Match social actions with business outcomes.** Social can no longer be treated as an experiment. The Forrester Consulting survey found that 41% of VP- and C-level marketing professionals surveyed say their organizations have already started to integrate social media throughout their company, and a further 40% have plans to do so. As marketers invest more in social marketing, these efforts must be fully connected to their business objectives and social marketers must be held accountable for delivering business results.
- **Measure digital and social marketing side by side with other marketing and media channels.** Marketers don't need to completely reinvent the metrics wheel to accommodate social interactions. Rather, they should incorporate social efforts into existing brand and business metrics that can be compared across marketing channels.
- **Capture the unique value of social efforts.** Any successful measurement framework must fully capture the ripple effect of a campaign across the social graph — the extended reach of a campaign through friends of fans, the impact of seeing a friend's connection to a brand, and the ability to effectively reach real people, not cookies.
- **Implement a marketing measurement framework across channels that quantifies real results.** Marketers can determine how well their social marketing efforts are influencing customers by answering the following three questions:
  1. **Reach.** Did I reach the right number of people and the right type of people?
  2. **Brand resonance.** How did my social marketing campaign change how people think and feel about my brand? Did it deepen my relationships with my customers?
  3. **Reaction.** What impact did my social marketing campaign have on online and offline sales, traffic, and other desired actions relative to other marketing efforts?

## Marketers Need To Start Measuring Social Media's Business Impact

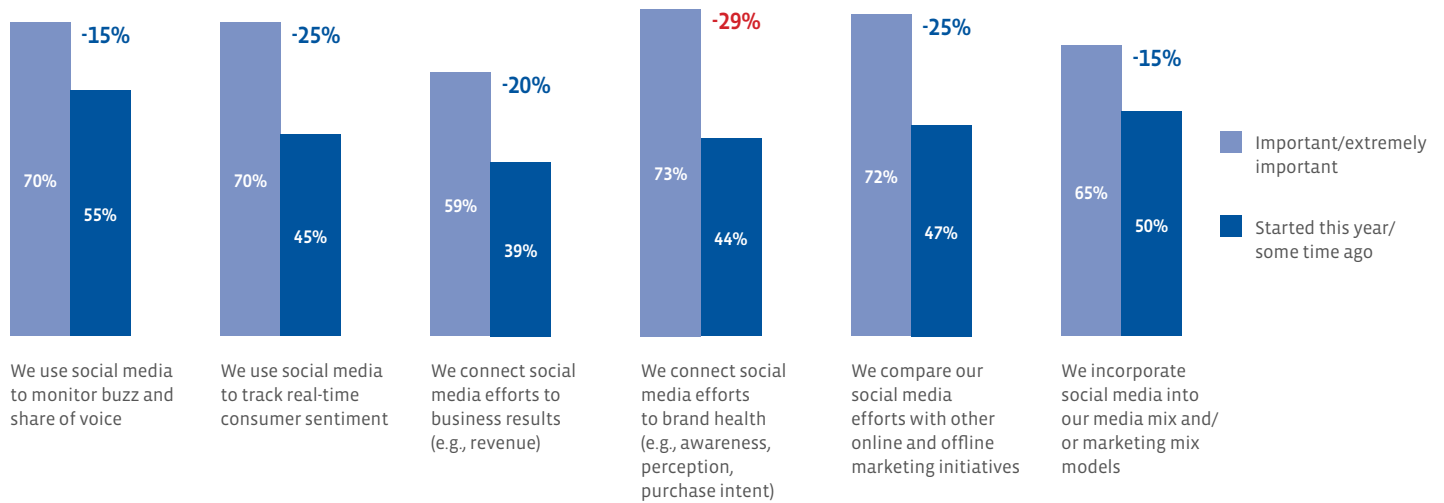
As marketing leaders shift more dollars to digital, they will apply greater scrutiny to these new channels to deliver results akin to those that they see from traditional channels. Adopting a measurement framework that allows them to measure across platforms is essential to being able to make planning, budgeting and creative decisions in today's multi-platform world. It will also allow them to generate insights to better understand and predict the elements of successful creative in digital and social mediums. Procter & Gamble's (P&G) global marketing officer Marc Pritchard recently proclaimed that, to help fund \$1 billion in marketing cost cuts by 2016, the company will be "leaning more heavily on lower-cost digital marketing and easing up somewhat on pricey broadcast ads."<sup>1</sup> But measuring these new channels is one of the CMO's biggest challenges. In the absence of a proven measurement solution, these marketers are making do with inadequate proxies that do not accurately reflect the impact of their marketing efforts. As a result, marketing leaders:

72% of CMOs think it is important to compare social media to other offline and online efforts — but less than half are doing so.

Source: Forrester Consulting on behalf of Facebook, December 2011

- **Miss the opportunity to measure social media's impact on brand and business results.** In the survey that Forrester Consulting conducted in December 2011 of 101 VP- and C-level marketing professionals from the US, the UK, Australia, and Canada, only half of marketers are measuring the results of their social efforts. For example, 73% of marketers think that it is important to connect social media efforts with brand health metrics like awareness and perception, but only 44% are doing it (see Figure 1). Similarly, 72% of marketing leaders think it is important to compare social media to other offline and online efforts, but less than half (47%) are actually doing so.
- **Only count likes when they should be measuring outcomes.** The number of fans you have is just a starting point. It's what you do with those fans, and what they do as a result of your engagement, that creates value and drives results via increases in things like reach, brand awareness and sales. Yet marketers' most frequently used metric of social media success is tracking how many people follow or "like" a brand.<sup>2</sup> They know they need to quantify the value of a fan, but have not found a formula that ties back to business results.
- **Fall back on unreliable proxies or uncorrelated metrics.** In the absence of proven measurement options, marketers turn to unproven proxies, such as sentiment, or familiar but flawed metrics like click-through rates. But these metrics can mislead marketers as to the true effectiveness of their digital and social efforts; a recent study of online advertising by Nielsen found that click-through rates have no correlation with store sales.<sup>3</sup>
- **Are only just beginning to view social media as a business driver.** Forrester Consulting's December 2011 survey revealed that marketers are just beginning to view social media as a business performance driver. Nearly three-quarters of VP- and C-level marketing professionals consider social media important for brand-building and customer experience, while half consider it for its revenue impact (see Figure 2). This importance is borne out in their measurement focus: About half of marketers use social media to measure buzz (55%) and to better understand customers over time (49%), but only 39% measure the connection between social efforts and revenue (see Figure 3). As more marketers begin to use the right measures for social, they will be able to realize the direct connection between Facebook media and sales lift.

**Figure 1**  
Marketers' Measurement Actions Do Not Match Their Aspirations

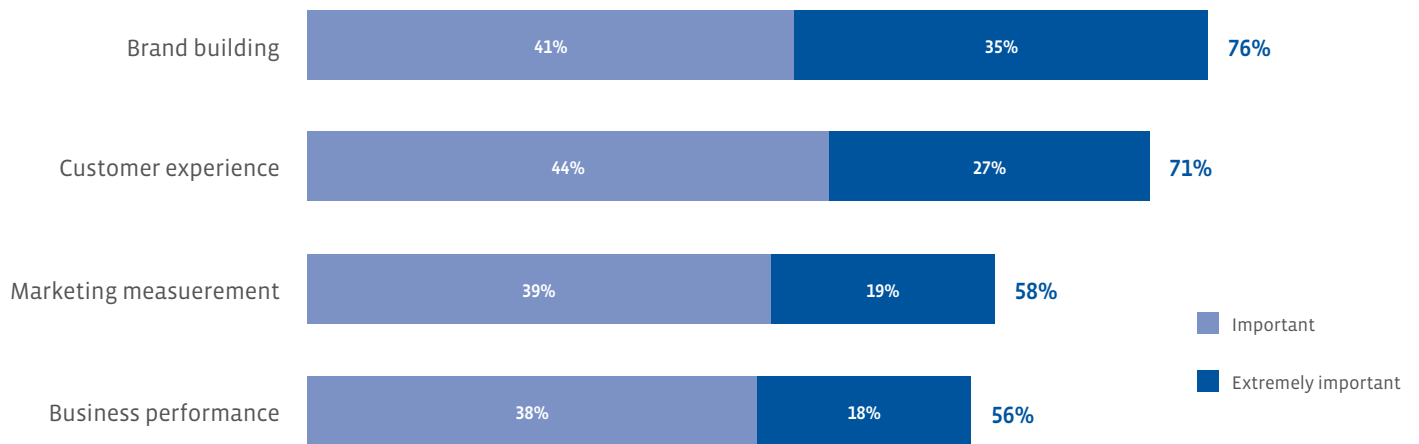


Base: 101 VP- and C-level marketing professionals  
Source: A commissioned study conducted by Forrester Consulting on behalf of Facebook, December 2011

**Marketers show the biggest gap in importance of measuring brand health versus actually measuring it.**

**Figure 2**  
Marketers View Social Media As A Brand And Customer Experience Tool

“How important is social media to each of the following aspects of your business?”



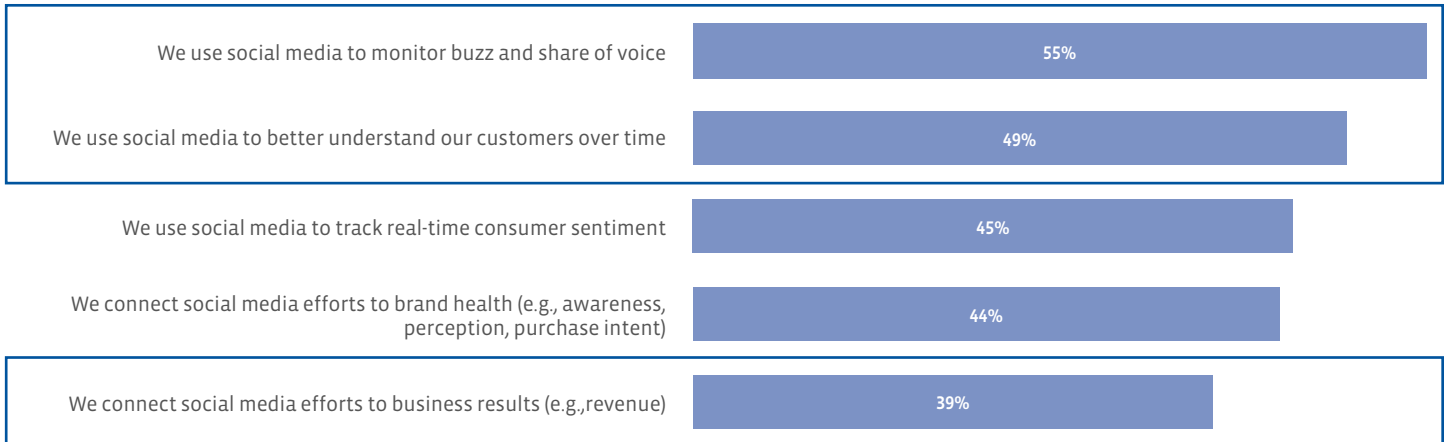
Base: 101 VP- and C-level marketing professionals  
Source: A commissioned study conducted by Forrester Consulting on behalf of Facebook, December 2011

**The majority of marketers see social media as a fundamental piece of their business from brand-building to business performance.**

**Figure 3**

Marketers Primarily Use Social Media For Monitoring And Listening; Fewer Measure Business Results

“Started this year/some time ago”



Base: 101 VP- and C-level marketing professionals

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

**39% connect social media to business results.**

## Use A Social Marketing Measurement Framework That Measures Real Results

The amount of time spent on social media and the size of the audience indicate that it’s time to take social marketing measurement seriously. Marketers can use social marketing to find their customers, engage with them, and influence them to achieve their desired business results. Marketing leaders need a measurement system that can enable decisions across the organization and need to use social media data to create actionable and accountable recommendations. But leading CMOs and agency chiefs alike believe that social measurement shouldn’t add more clutter to the measurement dashboard. The key is to fit measurements into key performance indicators (KPIs) for the business rather than just measure what one can count. Social marketing measurement must:

- **Align with business objectives.** Don’t reinvent the metrics wheel. Marketing and agency leaders interviewed by Forrester Research believe that social measurement must tie back to brand and business objectives. Which measures a firm should track depends on its business objectives, such as brand affinity, loyalty, consideration, referrals, and ultimately transactions.
- **Compare relative performance across channels.** Social media must be measured in conjunction with other channels in order to determine its true impact and make business decisions on how to most efficiently spend dollars. Andrew Bailey, North American chairman for Proximity Worldwide, commented that clients need to be able to quantify and justify the investment of social compared to other media channels such as digital banners, TV, email, and printed direct mail.

- **Capture the value of cross-platform campaigns.** Consumers today are consuming content on multiple devices and often at the same time. The consumers viewing TV spots are the same as those sharing campaign content in social media. As campaigns become more cross-platform, so must measurement techniques. In order to do that, the media channels must be measured in a consistent way.
- **Be relevant throughout the organization.** As the impact of social media goes well beyond marketing to customer service, sales, and product development, many enterprises have decided to spread social media accountability across departments. A proper measurement framework will need to get buy-in from stakeholders across the business, often with conflicting objectives, to be a success.<sup>4</sup>

## A Framework For Measuring Success In A Connected World

Marketers who adopt a business-focused measurement framework for social marketing investments will be the ones who succeed, because they will be able to understand and optimize their marketing efforts' influence on customers. To measure success in a connected world, marketers must answer these three questions:

- **Reach.** Did I reach the right number of people and the right type of people?
- **Brand resonance.** How did my social marketing campaign change how people think about my brand? Did it deepen my relationships with my customers?
- **Reaction.** What impact did my social marketing campaign have on online and offline sales, traffic, and other desired actions relative to other marketing efforts?

**Figure 4**  
A Framework For Measuring Success In A Connected World



## Reach: Who Saw My Message?

The baseline for the success of any media campaign is to determine whether the message reached the right number of people and the right type of people. Marketers already take advantage of social's vast networks to reach the right number of people. For example, Samsung reached over 70 million unique individuals in the United States in a single day through Facebook ads for the launch of its Galaxy SIII smartphone. Given that the largest prime-time TV audience is about 12 million viewers, the benefits of using a social platform are immediately apparent. But it's not just about scale — it's about the quality of a campaign's reach: Did it reach the people who are most receptive to the message? To determine this, marketers must:

- **Compare online and established paid media channels.** Tag your campaigns so that you can track reach across different media platforms and engage third-party measurement experts to compare results across channels. The audiences marketers can reach in digital and social channels are the same audiences they can reach through television, so measuring reach across these platforms is essential when trying to maximize the efficiency of campaigns. For example, media measurement researcher Nielsen has a methodology that provides online ratings — similar to TV ratings — to marketers like Toyota. Nielsen's Online Campaign Ratings (OCR) offers an online equivalent to TV's Gross Ratings Points (GRP). OCR identifies the audience via registered user demographics from data providers and evaluates unique reach and frequency across campaigns by publisher.<sup>5</sup> Similarly, GroupM, the media arm of agency holding company WPP, recently teamed up with Nielsen to push OCR one step further: Cross-Platform Campaign Ratings will measure the reach and frequency of marketing campaigns that run on both TV and online, including overlap between the two.<sup>6</sup>
- **Measure the success rate of targeting efforts.** Take advantage of social networks' ability to accurately target your consumers through real demographics, interests, and connections provided by the social users themselves — not inferred by a media planner. A study by Nielsen showed that broadly targeted ads on Facebook reach 95% of a brand's target consumers, compared with the online industry average of 72%. And this accuracy advantage increases with narrower targeting: Facebook reached 90% of women 18-34, compared with the online industry average of 35%.<sup>7</sup>
- **Capture the business value of those you reach in the social graph.** Measure the impact of your efforts on friends of fans, not just fans themselves, as these friends are also highly valuable customers. A comScore study concluded that these friends represent an audience 34 times larger than the number of direct fans alone.<sup>8</sup> For example, Southwest Airlines delivered 42 brand impressions for every fan that viewed its page; friends of fans were 2.5 times more likely visit Southwest.com as a result of being exposed to a brand message via a friend. More recently, comScore found that fans of Starbucks and their friends bought from the coffee retailer 38% more frequently than a control group of people who did not see the message.<sup>9</sup> And a separate Nielsen study found that ads that include social context — information that highlights a user's friends' connections with a particular brand — produce a greater than 50% lift in recall compared with ads that did not have a social context.<sup>10</sup>



## Brand Resonance: How Did My Social Marketing Campaign Change Brand Perception?

Marketing leaders view social media primarily as a branding tool, so social's role in accomplishing brand objectives is a KPI for many of them. To determine how social media changes brand perception, marketers must:

- **Incorporate social into established offline brand-tracking studies.** Social should be incorporated into offline longitudinal studies that measure brand health over time to understand how it is contributing to overall brand perception compared with other elements of the marketing mix. Millward Brown ran a study that compared TV, online display, and Facebook ads; it found that Facebook was three times more cost-effective at driving several core brand perceptions than both TV and online display.<sup>11</sup>
- **Tap into communities and networks for real-time updates and insights.** Supplement offline brand tracking studies by soliciting feedback from consumers online with surveys, polls, and ideas. Brand tracking studies provide a long-term view of campaign success rates but require long lead times for fielding and analysis. Social communities can provide more immediate feedback. For example, for its 2010 World Cup campaign, adidas ran a brand tracking survey that polled Facebook users. From this poll, the firm identified a 21% increase in awareness of its featured F50 boot in Spain, 20% in the UK, and 15% in Germany.<sup>12</sup> Marketers should combine on-property polling social trackers with established brand tracker results to correlate the results and determine how short-term responses predict long-term brand health. Use the same metrics online and offline to enable direct comparison of results over time.
- **Evaluate social campaigns' impact on driving brand goals.** Brand goals vary based on the maturity, market development, and life stage of the brand. Measuring social's role should focus on achieving the goals most relevant for your brand and comparing your ability to drive those goals across platforms. Marketers can tap into Nielsen's Brand Effect methodology, which polls Facebook users who saw a brand's ads compared with a control group that did not see the ads. Brands can track how a social campaign contributed to key brand goal metrics such as brand awareness, purchase consideration, and brand favorability.<sup>13</sup> Brands can also evaluate social campaigns within their own brand tracking studies. For example, Burberry measured the role that a social campaign played in the launch of a new luxury fragrance. It found that the campaign, which shared fans' likes and comments via Facebook's News Feed, drove awareness to a wider circle of people and increased brand exposure, recognition, and engagement.

## Reaction: How Did My Social Marketing Campaign Grow My Business?

The ultimate arbiter of success for CMOs is whether they got more consumers to buy more products or services. David Jones, global CEO for Havas, believes that “sales and purchase intent are absolutely critical for a (social) measurement framework.” This is still the biggest challenge for most marketers — and there is no proven solution. Nonetheless, advertisers, vendors, and marketers are experimenting with different solutions to enable marketers to:

- **Employ marketing mix models to correlate social activity with sales results.** Leading marketers have refocused their media buys using predictive analytics available through marketing mix modelers (MMMs) like Nielsen and SymphonyIRI. Marketers can use these models to help identify which spend is delivering results by effectively attributing offline and online results by marketing and media channel. CMOs should select modelers or agencies that understand the unique nature of social but incorporate it into marketing mix models in a way that allows comparison with traditional channels such as TV. For example, Best Western conducted a modeling study to evaluate the effectiveness of its ‘Be a Travel Hero Campaign,’ focused on driving revenue and increasing engagement in their loyalty program; the campaign delivered a +20% increase in revenue for the spring promotion year-over-year, an eight digit increase.<sup>14</sup> Electronic Arts (EA) incorporated Facebook Page Insights data into its in-house model to evaluate the effectiveness of a 2011 Facebook campaign for the launch of its Battlefield 3 game; EA attributed \$12 million in incremental sales to the campaign, generating \$4.38 in sales for every \$1.00 spent on Facebook media.
- **Track real offline results through third-party data experts and use learnings to optimize future campaigns.** Partner with third-party providers that have access to offline purchase data to connect social initiatives to sales and customize metrics based on your industry drivers. Rather than looking at impact at a media channel level, these panels track individual household behaviors, enabling marketers to achieve a detailed understanding of impact at an audience segment level. For example, consumer packaged goods marketers who are focused on moving products off the shelf should measure incremental sales via third-party panels. Ferrero, Nutella hazelnut spread producer, analyzed sales results for a campaign focused on identifying Nutella with the Christmas period. Through GfK and the Media Efficiency Panel (MEP), Ferrero attributed 15% of sales resulting from the media campaign to Facebook. As the importance of measuring smaller campaigns and understanding more granular audience segments increases, it will be essential to employ even larger panels that encompass a variety of retail channels to understand campaigns in depth. However, understanding a given campaign is not enough; companies must synthesize understanding across numerous campaigns and use the learnings to optimize future campaigns.
- **Account for all communications that affect a consumer’s online path to purchase.** Evaluate the impact of a social message on an online sale through test and control methodology. The impact of social programs can often be underestimated when marketers rely on last-click attribution measurement. For example, a consumer could discover a brand or product through a friend’s wall posting, see an ad online, and then later explore the product through search before purchasing it from an online retailer. In this scenario, only search would get credit for driving a sale, even though the other media had played a role in triggering interest in the product. A comScore test and control study showed a 56% lift in online purchases within four weeks of consumers being exposed to a major retailer’s ads on Facebook.<sup>15</sup>
- **Capture actions that measure social’s full impact.** Ensure you are attributing all actions that result from your social messages, including friends of fans. Use tracking links to capture transactions that resulted from a message spread to friends of fans. For example, Ticketmaster used tracking links to measure the effectiveness of an engagement app in driving actions on Ticketmaster.com. Importantly, they were able to capture referral traffic that came from friends of fans as well as direct fan traffic. The result? Social shares that generated over \$6 in revenue per share.

## Are You Ready To Measure Success In A Connected World?

Marketers can't sit back and stick with the status quo if they want to be able to capture the true value of their digital and social marketing efforts and be able to maximize the efficiency of their media spend across channels. They must start now with available tools and methodologies to gain greater understanding of how social efforts are impacting their brand, their business, and their consumers. Use the table below to get started on setting up a social marketing measurement framework (see Figure 5):

**Figure 5**

Are You Ready To Measure Success In A Connected World?

### Align objectives, marketing channels, and departments.

Key questions	Example	What you can do now
What are my business objectives?	<ul style="list-style-type: none"> <li>• Increase share of wallet with existing customers</li> <li>• Attract new customers</li> </ul>	<ul style="list-style-type: none"> <li>• Align business objectives with C-suite peers</li> <li>• Establish KPIs to support objectives</li> <li>• Partner with business unit leaders to ensure KPIs are built into every department's annual business plan</li> <li>• Deploy throughout the marketing organization and to all agency partners</li> </ul>
How are other media and marketing channels being measured?	<ul style="list-style-type: none"> <li>• TV campaign reach and frequency among target audience</li> </ul>	<ul style="list-style-type: none"> <li>• Identify most commonly used media measurement in your organization</li> <li>• Establish common cross-channel campaign objectives and metrics</li> </ul>
Who else in my organization is also using social?	<ul style="list-style-type: none"> <li>• Customer service</li> <li>• Product development</li> </ul>	<ul style="list-style-type: none"> <li>• Take inventory of which other departments are using social media</li> <li>• Talk to department leads to understand how they are using social and what their objectives are</li> <li>• Identify any commonalities or conflicts across the organization</li> <li>• Partner with leaders of most socially active departments to align objectives with companywide business objectives and KPIs</li> </ul>

**Figure 5 (continued)**

Are You Ready To Measure Success In A Connected World?

**Develop a measurement framework to support business objectives.**

	Key questions	Outcome example	What you can do now	Who can help?
Reach	<ul style="list-style-type: none"> <li>• What are the campaign goals?</li> <li>• How many people did I reach, and how often?</li> <li>• What was the total reach of the campaign, i.e., how many fans and friends of fans saw the message?</li> <li>• What type of people saw my message?</li> <li>• How does it compare to other media?</li> </ul>	<ul style="list-style-type: none"> <li>• 80% of pet lovers in the Midwest who buy dried dog food online saw my message</li> </ul>	<ul style="list-style-type: none"> <li>• Embed tracking mechanisms into your social messages</li> <li>• Start testing current online reach and frequency methodologies, e.g., Nielsen’s Online Campaign Ratings (OCR)</li> </ul>	<ul style="list-style-type: none"> <li>• Media measurement firms, e.g., Nielsen, comScore</li> <li>• Advertising agencies analytics divisions, e.g., GroupM</li> </ul>
Brand resonance	<ul style="list-style-type: none"> <li>• How did perception of my brand change as a result of social activities?</li> <li>• Is my brand more ___ (use appropriate business metric, e.g., relevant, essential, recommended, popular)?</li> <li>• How does contribution to changes in brand perception compare to media spend contribution?</li> </ul>	<ul style="list-style-type: none"> <li>• Social media increased brand awareness 10% versus a 5% increase for those who saw a brand message on TV</li> </ul>	<ul style="list-style-type: none"> <li>• Build into existing offline brand tracking methodologies</li> <li>• Run test and control studies to isolate results</li> <li>• Run Facebook polls with the same metrics as offline studies to compare results</li> </ul>	<ul style="list-style-type: none"> <li>• Brand health tracking firms, e.g., Millward Brown, Ipsos</li> <li>• Campaign resonance vendors, e.g., Vizu, Nielsen Brand Effect</li> </ul>
Reaction	<ul style="list-style-type: none"> <li>• What did my social efforts contribute to my business objectives?</li> <li>• How many people bought my product as a result of seeing my message (including fans and friends of fans)?</li> <li>• How does this compare dollar for dollar to other media efforts?</li> <li>• What is my customer’s path to purchase? What role does social play in their decision journey?</li> </ul>	<ul style="list-style-type: none"> <li>• Social media provided 3x return on every dollar spent, compared to 2x for online display ads</li> </ul>	<ul style="list-style-type: none"> <li>• Align all campaign metrics with business KPIs</li> <li>• Run test and control initiatives to isolate results</li> <li>• Incorporate appropriate social metrics into existing marketing mix models (e.g., “People Are Talking About”) to measure awareness</li> <li>• Use learnings to optimize future campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing mix modeling vendors, e.g., Nielsen, Symphony IRI</li> <li>• Third-party data providers with household spend data, e.g., Nielsen, Datalogix, GfK</li> </ul>

## Appendix A: Methodology

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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: Endnotes

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