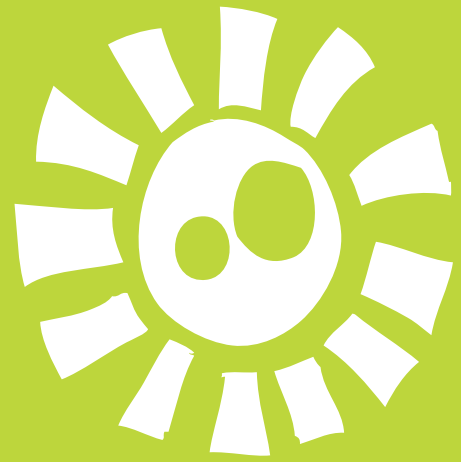


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ON HOW FMCG BRANDS CAN MAKE
THEIR CONTENT WORK HARDER ACROSS
THE CONSUMER JOURNEY.



SOCIAL BRANDS **100** 2014

The FMCG Ranking

headstream
the content people

IN PARTNERSHIP WITH

The Grocer

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Foreword

Social Brands 100 The FMCG Ranking was compiled as a cross reference between the FMCG brands consumers love to buy in store, and the brands that they actually choose to engage with across social media.

Our research provides an interesting insight into the type of social strategies which provoke engagement from a community and showcases the brands that utilise the media channels to their full advantage; both investing in paid media and creating content as a result of active listening.

Through in-depth analysis into the social strategies of the brands featured as case studies in the report, we are able to understand how through a collaborative effort the team of marketers continue to plan for and create a constant flow of branded messaging, whilst balancing their pillars of campaign content against reserving time and budget for reactive and topical messaging.

So what do the report findings tell us?

Notably there does not seem to be a strong correlation between a brand's ranking in the IRI best-sellers list and their placing in the engagement ranking. In fact, generally speaking, a brand which ranks highly on social in terms of engagement ranked lower down the best-sellers list; with only one brand (Pepsi MAX) appearing in the top ten of both rankings (and half of the top engaged-with brands are positioned between 75-100 in the best-sellers list).

This is interesting as the brands who do not have such a monopoly on the supermarket shelves may be working harder on social media (as well as other media channels) to try and minimise the gap between them and their competitor brands.

In addition, an increase in community size does not necessarily mean an increase in engagement. In fact, quite the opposite appears to be true. After analysing the data, our key findings support the instinctive notion that brands with very high numbers of fans/ followers have to work proportionally harder to engage them at the same rate.

This raises interesting questions around the significance of social channels at different stages of the customer journey, beyond straightforward loyalty and retention.

As Facebook continues to squeeze organic reach and Twitter toys with the idea of a news feed style algorithm, high performing brands are clearly recognising the need to adapt their approach. Of course, the content still needs to add value to the consumer's life, but objective-based paid media strategies are becoming increasingly common to achieve targeted reach and response.

The community size vs. engagement rate debate is longstanding, and each measure offers its respective merits and pitfalls. The most successful channel strategies focus on the broader business objectives and getting the right content, to the right person, in the right place at the right time. It makes sense for a brand to be on well-established platforms like Twitter and Facebook. Firstly, because of the volume of users who visit the sites, and secondly, because of the amount of time they spend there. It is now second nature to an 'always on' consumer to scroll through newsfeeds whilst waiting at the bus stop or updating your status whilst strolling down the street.

Social media is now the top internet activity, meaning more time is spent in social spaces online than it is checking emails or online shopping; and with figures suggested Facebook now has a staggering 1.2 billion monthly users, this activity is hardly surprising. In addition, recent reports have suggested millennials spend at least 14.5 hours a week on social platforms. However, borrowed media is not just a channel for the youth market as 74% of online adult users also reside in social spaces; and most notably 60% of these visits take place via mobile devices.

Being glued to our devices definitely presents advantages to brands looking to increase their reach but with that being said, a presence on Twitter and Facebook is not enough for progressive brands. Brands like these should also be experimenting through test and learn activities and placing content on some of the more recent and less-established social spaces.

What is for certain is that branded comms on social need to offer a form of value; a currency to their community in order for them to positively engage with it. The shift from quantity to quality is something that is evident through all the activity from the progressive brands featured within this ranking.

Steve Spender

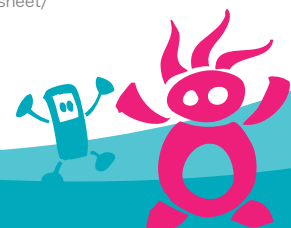
Managing Director, Headstream

Sources for statistics:

<http://www.businessinsider.com/social-media-engagement-statistics-2013-12>

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About Social Brands 100

Social Brands 100 was created in 2011 and is the leading benchmark for performance in social spaces, identifying the dominant brands and providing a snapshot of social media's evolution each year.

This FMCG brands ranking sees us partner with The Grocer, which provided our source list of 100 FMCG brands. In this report we aim to:

- 
- Identify which of the top grossing FMCG brands are creating relevant content that engages their consumers
 - Look at how these brands are using social media to create deeper relationships with their fans and followers
 - Compare which brands are performing well in this sector, looking at the strengths and weaknesses of the top and lowest performing brands.

We have worked with data analyst partners, Engagor to process the data to ensure an independent and fair analysis of the top 100 FMCG brands.





The Social Brands 100 KPIs are designed to measure the effects of brands adopting social brand principles.

This report is focused specifically on engagement within the FMCG market – looking at brands and their communities on two social media platforms: Facebook and Twitter.

These platforms were selected for monitoring, as they generally saw the most engagement across the market at the time of reporting.

The brands for this year's report were sourced from our official list provider, The Grocer. The list, 'Britain's 100 Biggest Grocery Brands 2014', was compiled from data collated for the period 52 w/e 4 January 2014 by Nielsen's Scantrack service*.

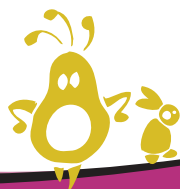
For the purposes of this report, a 'brand' is defined as all products within categories that are sold and marketed under a given brand name. The report includes grocery and household categories but does not include alcohol, tobacco, personal care or over the counter (OTC).

We then provided Engagor - our data partner for this report, with the list of the 100 FMCG brands and their corresponding URLs. Where possible, we supplied the URL of the UK based page or account for the two social networks.

Engagor set up topics to monitor all top UK retailers main social media profiles. By linking their Facebook pages and Twitter accounts, Engagor were able to get a good measure of how these brands are performing on Facebook and Twitter.

We then analysed the respective Facebook pages and Twitter accounts during a four-week period from 14th July to 11th August 2014. There were two sets of brand products that shared single Facebook and Twitter feeds – Müller Corner and Müller Light; and McVities Biscuits and McVities Digestives. This reduced the total number of brands to 98.

*Source: Nielsen.com



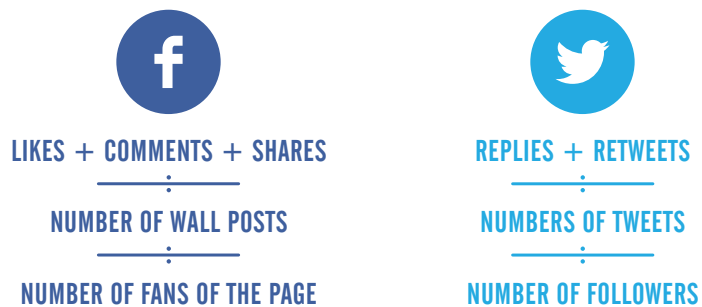


There were also ten brands for which we could find no pages or accounts – Bakers; Bold; Dolmio; Napolina; Princes; Richmond; Silver Spoon; Tate and Lyle; Total Velvet and Uncle Ben's.

Four other brands either did not post or received zero engagement during the analysis period – Hula Hoops; Rowntree; Tropicana; and Wiseman Milk.

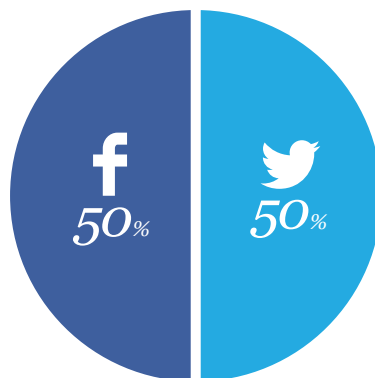
As a result, these fourteen brands have been positioned 85 – 98 in our ranking.

The metrics were calculated as follows:



The metrics for these platforms are in line with previous Social Brands 100 reports in terms of engagement measurement.

Facebook and Twitter have been assigned an equal weighting, reflecting the relative level of consumer adoption and both brand and user activity on the platform.





The
ranking



RANK	COMPANY	RANK	COMPANY	RANK	COMPANY
1	IRN-BRU	34	McCain	67	Flora
2	Volvic	35	Young's	68	Finish
3	HARIBO	36	Clover	69	Pot Noodle
4	Whiskas	37	Ribena	70	Duracell
5	Pepsi MAX	38	Aunt Bessies	71	Hellmann's
6	Chicago Town	39	Innocent	72	Lucozade
7	Heinz Soup	40	Evian	73	Coca-Cola
8	Ginsters	41	Cathedral City	74	Mars
9	Tetley	42	Twinings	75	Muller
10	Capri Sun	43	Yeo Valley Organic	76	Ariel
11	Philadelphia	44	Hovis	77	Alpro Soya
12	Birds Eye	45	Dairylea	78	Schweppes
13	Persil	46	Kleenex	79	Kellogg's Crunchy Nut
14	Heinz Ketchup	47	Comfort	80	Maltesers
15	Cravendale	48	Special K	81	Kit Kat
16	Old el Paso	49	Weetabix	82	Fairy
17	Mr Kipling	50	Quaker Oats	83	Magnum
18	PG tips	51	Weight Watchers	84	Red Bull
19	Heinz Beanz	52	Dr Pepper	85	Hula Hoops
20	Kenco	53	Pringles	86	Rowntree
21	Kingsmill	54	Airwick	87	Tropicana
22	Robinsons	55	John West	88	Wiseman Dairies
23	Pedigree	56	Galaxy	89	Bakers
24	Activia	57	Walkers	90	Bold
25	Mcvities	58	Andrex	91	Dolmio
26	Surf	59	Pizza Express	92	Napolina
27	Fanta	60	Lenor	93	Princes
28	Snickers	61	Lurpak	94	Richmond
29	Warburtons	62	McCoys	95	Silver Spoon
30	Anchor	63	Cadbury	96	Tate & Lyle
31	Kettle Chips	64	Doritos	97	Velvet
32	Wrigley's Extra	65	Cadbury Dairy Milk	98	Uncle Ben's
33	Felix	66	Nescafe		

A large purple circle containing the text 'Marketplace overview' in white. To the left of the circle are three smaller purple circles of varying sizes. The background features a green and white wavy design with stylized pink bats and white flowers.

Marketplace overview

As our digital landscape is changing, so are the ways consumers browse, buy and communicate with FMCG brands.

Online adoption has been fairly slow within the FMCG marketplace, but with FMCG goods having a lower price tag and not tending to operate on a trial before purchase basis, online purchases in the category are rising.

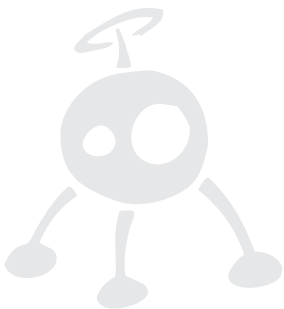
When it comes to FMCG brands, consumers want quality but at an affordable price, the category has seen a significant shift since the boom of retailer's own label brands competing for space on the shelves and in a crowded marketplace.

Own label products have increased in popularity, evolving from cheap alternatives into trusted brands. Furthermore, as retailers introduce tiered own label brands, they pose a huge threat to FMCG brands.

Market research firm Nielsen recently surveyed over 30,000 consumers across 60 countries to gather data regarding browsing and buying habits online. The findings were particularly interesting where FMCG products were concerned, as these items have been traditionally purchased offline. It showed 32% of consumers now intend to buy groceries online, a 5% increase from 2011. The jump was even more dramatic in regards to the online purchase of pet products, more than doubling in the last two years to a high of 21%. Moreover the report went on to show that 33% of the online shopping sessions in Europe take place via mobile phone.

In addition, it was notable that the correlation between browsing and buying was found to be considerably high for this category, with close to a one-to-one ratio for consumers who browse and then buy. As the gap between online browsers and buyers is minimal, this suggests the category is full of consumers who remain loyal towards their favourite brands.

With global online purchase intentions for consumer goods growing, FMCG brands much like all sectors, are faced with the challenge of creating valuable content and getting it to the right person, at the right place, at the right time.



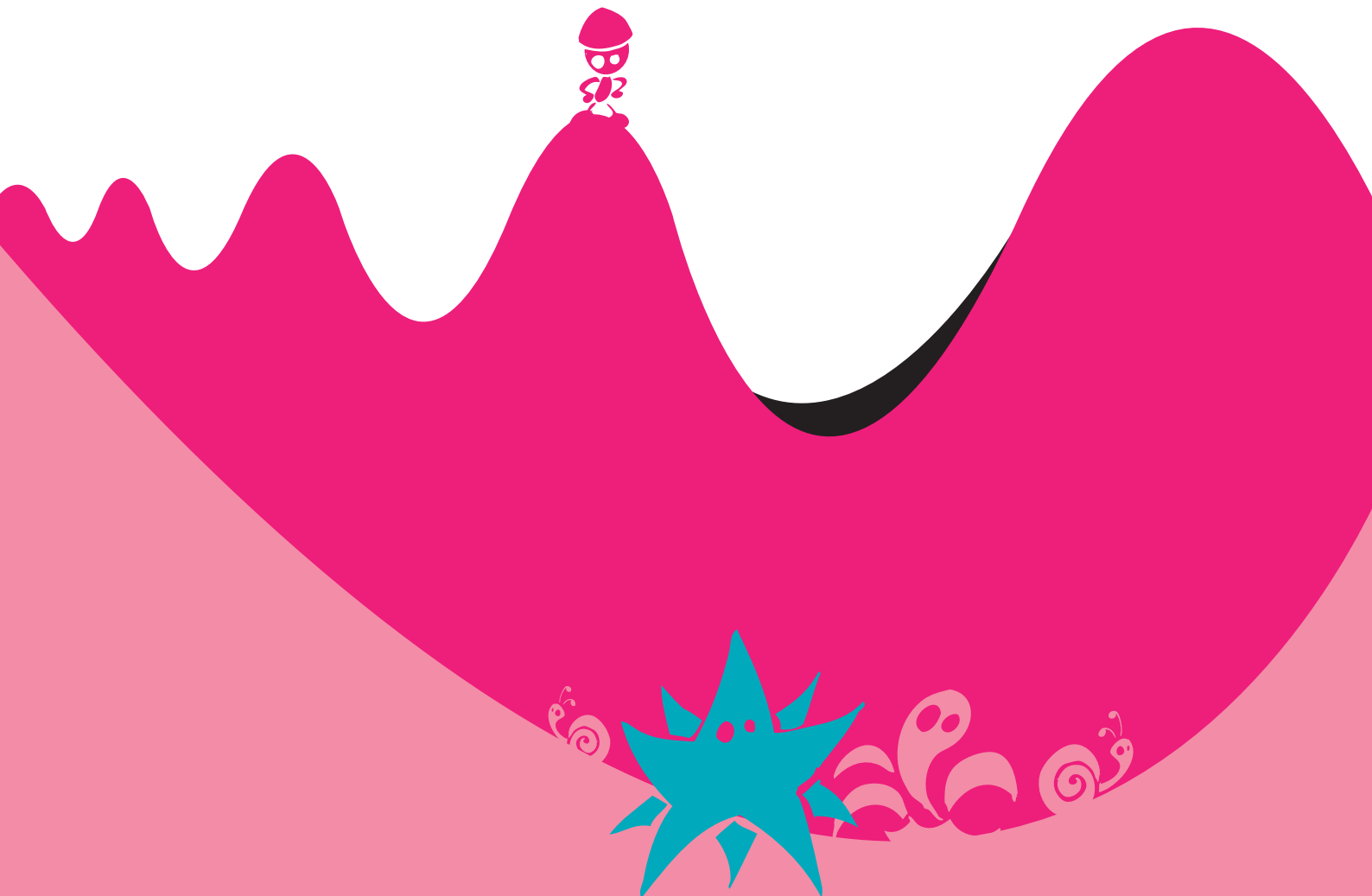
With online sales accelerating for the category as well as online mobile usage, it is now more important than ever before for an FMCG brand to not only have an active presence on social but moreover to utilise the platforms to actively engage with the consumer. In a competitive marketplace, FMCG brands need to utilise the tools at their disposal, an integral one of these being the channel of borrowed media which allows for brands to potentially reach the consumer on entering a store.

“The FMCG marketplace is a crowded, competitive and a continually changing landscape. With this in mind, this study offers a great chance for brands, marketers and consumers alike to stop and reflect on which brands are winning across social media and those that are losing. The data and case studies present notable insights into pinpointing an FMCG brand’s ‘winning formula’ across social media; offering guidance for lower-ranking brands to compare and contrast their social strategies against.”

Simon Creasey, The Grocer.

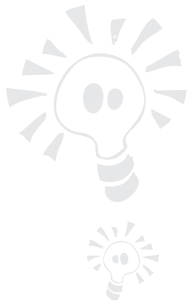
Nielsen report can be found here:

<http://www.nielsen.com/us/en/press-room/2014/global-online-purchase-intentions-have-doubled-since-2011-for-ebooks-toys-sporting-goods.html>





Key findings



To compile the Social Brands 100 FMCG Ranking, we partnered with The Grocer who provided us with the original source list of the 100 best-selling FMCG brands, according to the IRI.

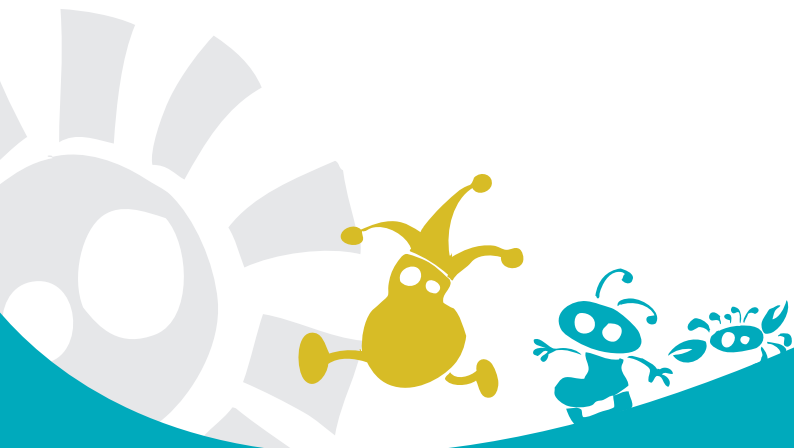
When comparing each of the brands positions within the two rankings, only one brand - Pepsi MAX, consistently appeared in the top ten for both. Exploring further we can see that there is in fact little correlation between a brand's ranking in the best-sellers list with their ranking in terms of engagement, and often the two seem quite estranged from one another. This can be seen through half of the brands in the top ten in Social Brands 100 rank within the bottom 25% of the best-sellers list.

IRN-BRU have come out top of the ranking with the highest combined engagement score, whereas global powerhouse brands such as Coca-Cola and Red Bull have fared less well. There is a lesson to be learnt here in the fact that although a brand may have a massive community size (Coca-Cola and Red Bull boasting 85 and 44 million respectively), this just means they need to proportionally work harder to engage larger volumes.

Facebook

Notably 53% of the brand Facebook pages, and six of the top ten brands included in the ranking have less than 250k followers.

The average page engagement rates tend to decrease as the community size (total page likes) increases. However there is an exception to this as the 1M - 2M bracket has the third highest engagement rate. The brands in this bracket are Pepsi MAX, Maltesers, Evian, Heinz Ketchup and Capri Sun.



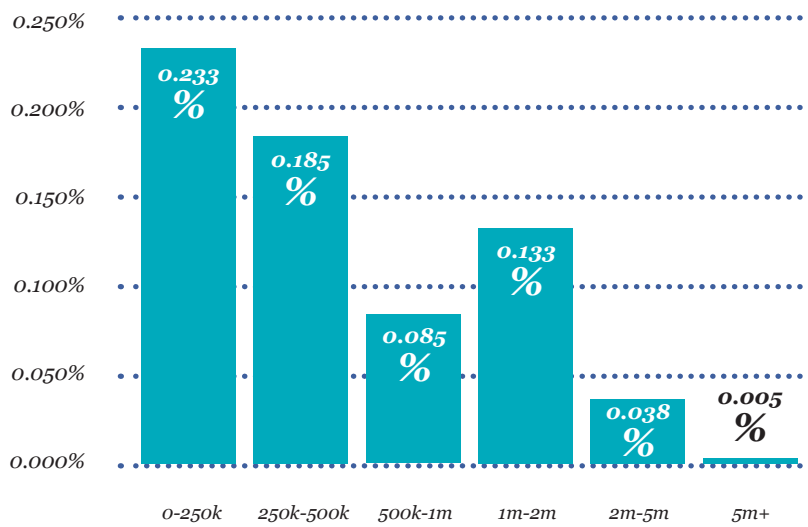
The ranking shows the average engagement rate on Facebook to be 0.169%. Despite this being an average, it is notable to mention that the majority of brands (66%) scored an engagement rate of below 0.1%, meaning the brands at the top of the ranking were creating well-received content.

Interestingly, the top two spots on Facebook were snapped up by pet food brands, and more specifically cat food with the likes of Whiskas (the brand ranked the highest on Facebook) and Felix. Behind them followed IRN-BRU, Clover and Surf.

Total page likes for FMCG 100 brands (figure 1):



Average page engagement rate (figure 2):



Twitter

Engagement rates were found to be lower on Twitter than Facebook.

Community sizes were smaller too, with only 4% exceeding 200k followers and the majority of all brands (73%) having feeds with less than 20k followers.

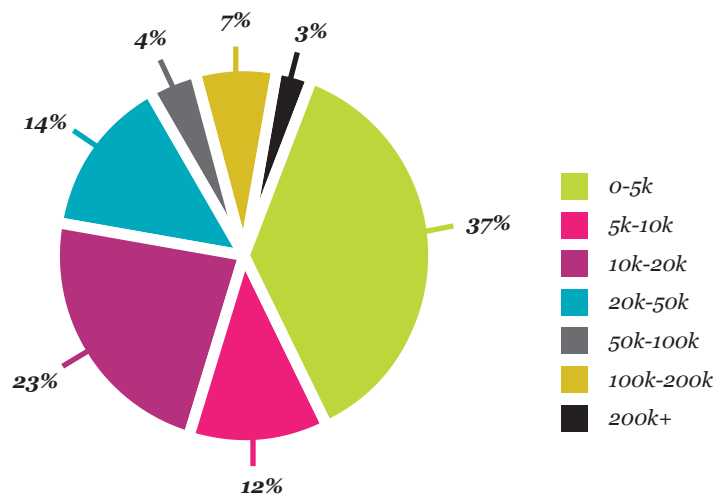
The data suggests that engagement rates on Twitter do not tend to decrease as the total number of followers increases; as they do on Facebook.

Although as figure 4 shows, once a community surpasses 5k followers, engagement rates drop considerably suggesting this is the optimal size community for Twitter. The noticeable exception to this trend is the 50k – 100k bracket which has the second highest engagement rate.

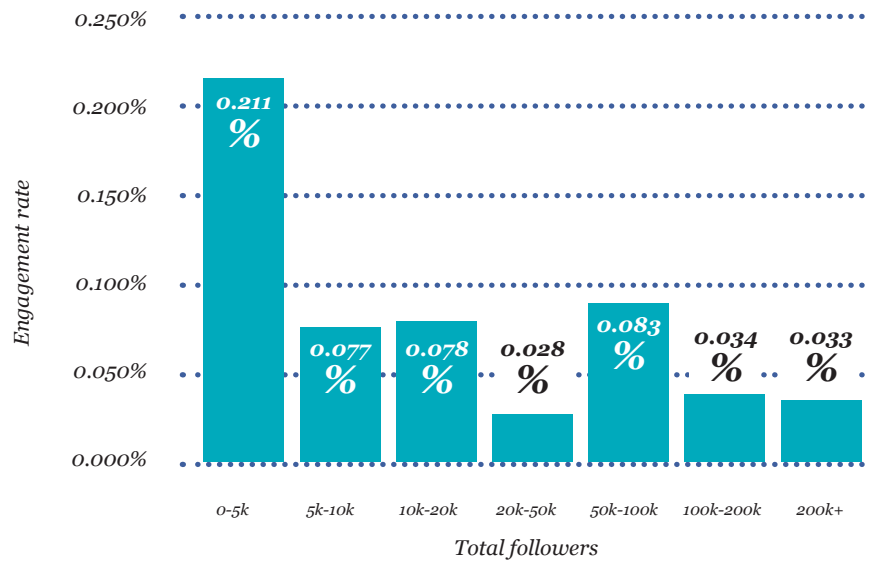
The top performing brands on this platform were Fanta, followed by Snickers, Capri Sun, Heinz and HARIBO.



Number of brands (figure 3):



Average engagement rate (figure 4):



- 90% of FMCG brands have a Facebook page.
- 74% of FMCG brands have a Twitter account.

Brand Performance by Category

To further divide the list of FMCG brands, we have used supermarket Ocado's terminology to separate the brands into seven sub-categories.

CATEGORY	NO.	TOP BRAND
Drinks	20	IRN-BRU
Frozen	9	Chicago Town
Fresh	14	Philadelphia
Food Cupboard	36	HARIBO
Pet	4	Whiskas
Bakery	4	Mr Kipling
Household	11	Persil

Despite the dominant sub-category within the industry report being food cupboard, 60% of the brands without a social presence belong to that category.

Interestingly, 50% of the brands featuring in the top 10 are drinks brands, which is a quarter of all the drink brands appearing within the ranking.





Observations

From speaking to seven of the ten top performing brands in the ranking, we can notice several commonalities shared between them all which contribute towards each of their success. Such tactics and strategies may not necessarily be visible from analysing the data, but offer key insight into the objectives behind the brands' social strategies.

Each brand began by confirming the importance of social media to their marcomms.

Interestingly, the top performing brands all attributed their success across social to a collaborative effort and a result of a close working relationship between agency and brand. It seems that the social strategy and content creation are outsourced to an agency that create content plans up to months in advance, with the brand having final sign-off of all content in-house.

Another key factor within each of the case studies is a brand's use of paid media on social platforms. Many comment on their change of focus over the years, dedicating less funds now to growing their social footprint via Facebook like ads and Sponsored Twitter pages and instead, more towards promoting and boosting individual pieces of content.



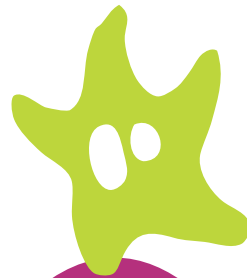


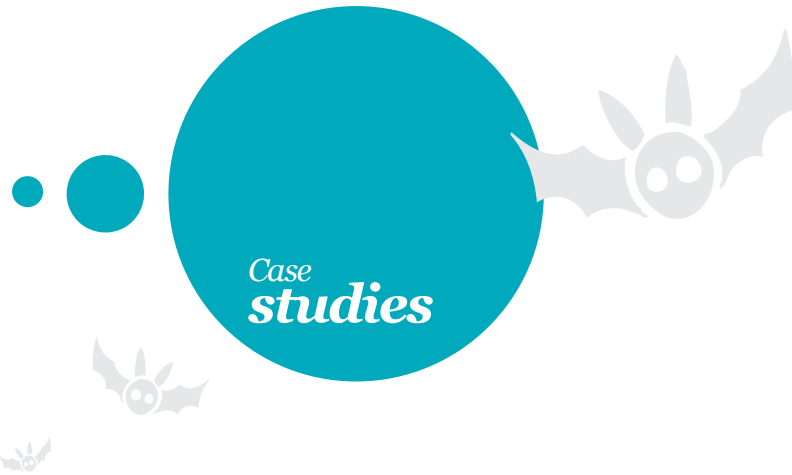
It is notable that out of the budget for social advertising, the top performing brands are reserving certain amounts of spends for reacting to timely and topical content. This spontaneity obviously cannot be planned for and reserving a proportion of their budget allows for a much-needed degree of flexibility. It is this flexibility that is important when concerned with creating content to drive engagement rates.



“Real time engagement on social media provides valuable opportunities for brands to satisfy customers; help them and delight them. It’s unbelievable how some brands are still not actively engaging with their audience on social media. Research like Headstream’s is of great value to show the industry that there’s still a lot of room for improvement.”

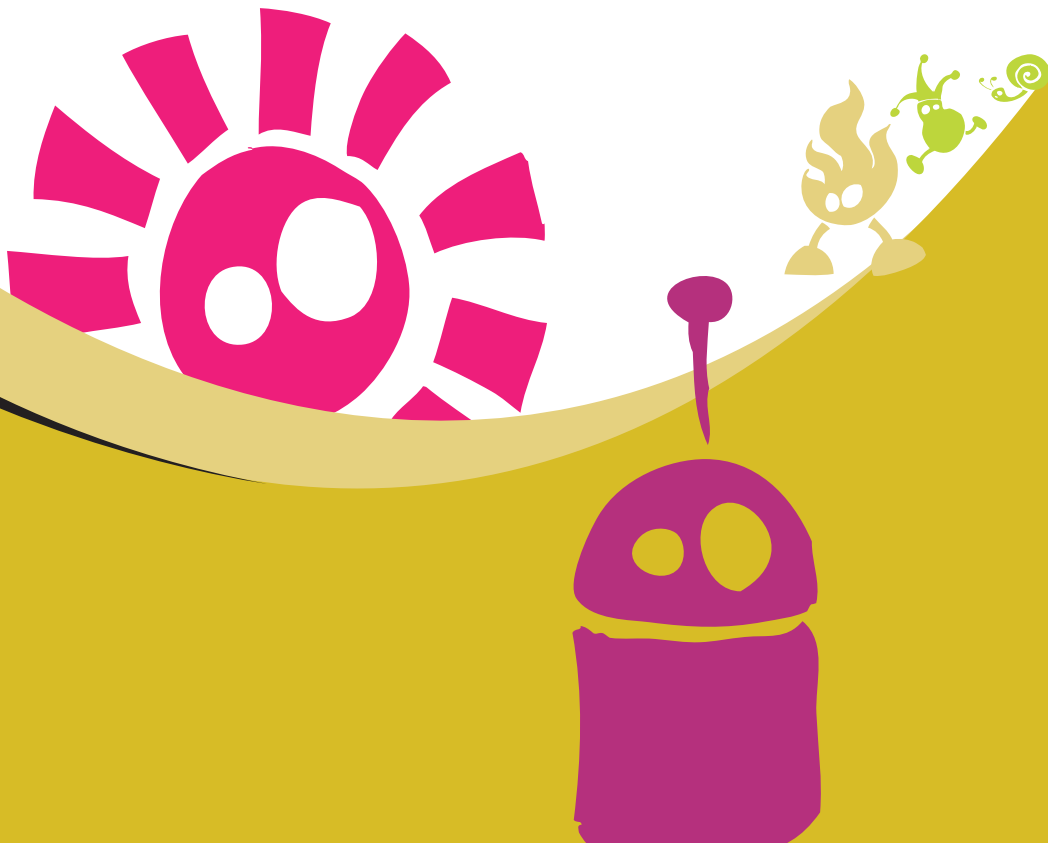
Lien Brusselmans - Marketing Manager, Engagor.





Thank you to all of the brands who have given up their time to talk to us about why they've been so successful in the Social Brands 100 The FMCG Ranking.

Hearing from the brands that have done well, provides real and practical insight into their social approach and behaviours.



Case study:
IRN-BRU



Boasting uniqueness and humour ever since 1901, IRN-BRU stole the top spot of the Social Brands 100 FMCG Ranking this year. The brand is known and loved for its maverick advertising and roguish tone of voice through all communications and to continue on a theme the IRN-BRU Gets You Through campaign was naturally born. IRN-BRU's secret is one of brand personality and differentiation from the pack.

IRN-BRU has been on social since 2011 and has developed a unique and often irreverent tone of voice; one way of communicating the brand's personality. Adrian Troy, Head of Marketing says, "Digital plays a key role in everything we do and social is a huge part of that. We use social to connect and engage with our community and to express the personality of the brand". Continuing by declaring "IRN-BRU is a great tasting soft drink but it's much more than that, through its personality and unique take on life it's a great way of connecting like-minded consumers and we always strive to enrich their digital experience."

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**WE ARE A NATIONAL
BRAND WITH
STRONG ROOTS**

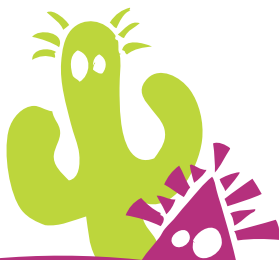
Adrian Troy

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The brand's objective is to create content so good that it has to be shared; setting out to be both bold and different in all of their branded communications. This is a conscious decision made by IRN-BRU, determined to never jump on the bandwagon and instead to differentiate themselves from the rest of the pack.

When browsing the beverage's branded comms, it is instantly clear that although they are very much a UK brand they are proud of their heritage. Adrian describes the relationship between the nation and the brand, "IRN-BRU is part of Scottish culture and heritage but we have an incredibly strong connection with consumers all across the UK. The digital content and brand comms we produce is as relevant for a teenager sat in Glasgow, Manchester or London – we are a national brand with strong roots."

This obvious sense of heritage and provenance coinciding with the fact that The Commonwealth Games was held in Glasgow this summer led to IRN-BRU's #BornToSupport campaign. Here the objective was to successfully use both on and offline content to rouse pride and become the most talked about brand at the games.



One thing IRN-BRU is great at is understanding their audience, for example within this campaign they realised its need to be inclusive as not all IRN-BRU fans are interested in sport. Adrian says, "We had to ensure that all content had the same unique brand personality and tone of voice. Of course, there was a very strong sports element to the campaign content but at the same time it had to be shareable for those less interested in the events, as well as sport aficionados. We looked at different layers of content - funny, proud and compelling."

This user-centric approach also translated into IRN-BRU's use of social platforms. Using different spaces for different purposes, the brand compares Twitter to the daily reporter and Facebook more of a glossy magazine.

With regards to their paid media strategy on social, budget is used during campaign times to support the growth of their social footprint, but outside of campaign periods the brand relies on organic growth. IRN-BRU decide in advance which content is going to be the lead focus and then apply paid support accordingly; able to act fairly instantly to adjust budgets if needed, advocating that "flexibility is definitely an advantage on social media."

Due to Facebook's recent progression towards that of a paid media channel, IRN-BRU comment, "Facebook is still the largest platform in social media - whilst there have been changes in the algorithm it still remains a core channel for us and one which our consumers are very engaged with, but as part of our strategy going forwards we are looking at complementing this with other channels." As it stands IRN-BRU look to create shareable content first and then push it out to the relevant channel whether that is Facebook, Twitter or YouTube, as well as more recently established platforms such as Instagram and Vine. However there is experimental activity going on behind the scenes with other new and innovative platforms.

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FLEXIBILITY IS
DEFINITELY AN
ADVANTAGE ON
SOCIAL MEDIA

Adrian Troy

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When planning content IRN-BRU Gets You Through is the core campaign message, acting as the central content pillar for everything else to feed in around. Adrian explains, "The content creation is a collaborative process between ourselves and our digital agency Blonde, we all work together to create entertaining and shareable content that has a unique IRN-BRU TOV".

To enable evaluation and learning, IRN-BRU believes it vital to measure the performance of their social campaigns. One tool the team uses to aid this is Pulsar; a platform which provides valuable insights through historical and real time searches. This activity subsequently plays a crucial role in the activities of the next campaign.



Case study: **HARIBO**



Top performing brand in the food cupboard category and ranking number 3 in Social Brands 100 FMCG Ranking is German confectioners HARIBO. As a well-loved household name, HARIBO has expanded into 9 European countries and can now boast having over 90% awareness amongst key consumers in the UK. Kids and grownups really do love it so!

HARIBO's approach to social is based on a dual strategy, continually balancing all year round (AYR) activity along with specific campaign activity throughout the year, to build on the great amount of love consumers have for the brand.

HARIBO's AYR activity focuses on building this positive sentiment and engaging with fans. This is the brand's first priority and is therefore planned in advanced. The second priority is to drive brand and product awareness through campaign activation. 'Our campaign strategy is focused on creating engaging content that drives reach in order to build awareness of new, limited edition and seasonal product ranges' says Hayley Johnson, Marketing Manager at HARIBO.

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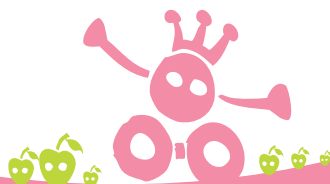
**OUR AIM IS
TO ENSURE
ALL OUR FANS
ARE HAPPY**

Hayley Johnson

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As well as planned content, another important tool used to achieve the overriding objective of brand affection is the use of real-time and reactive content, a strategy which is important to the brand particularly as they are continually looking for ways in which to be more proactive on Twitter.

One example of HARIBO producing a custom and creative response across social can be seen through a piece of visual content designed especially for songstress Ellie Goulding. As a previous advocate for the confectionery brand, HARIBO wrote Ellie's name in their vegetarian range of rainbow sweets. This personalised content was not only relevant to Ellie, inviting her return engagement, but also a great example of influencer outreach activity, leading to many fans of the singer creating internet memes and generating conversation off the back of the activity.



It is this customer-centricity and putting the interests of the community at the heart of the story which enables such relevance and helps drive such high engagement rates for the brand. HARIBO continually strive to deliver high levels of customer satisfaction and have a system in place to respond carefully to all consumer queries, 'our aim is to ensure all our fans are happy.'

A further strategy HARIBO employs to support positive brand sentiment is social media monitoring. Both Mbuzz and Brandwatch are social media analytic tools which enable the brand to proactively engage, whilst allowing the borrowed media channels to be utilised to their full potential as a platform for two-way communication. Social media monitoring also allows for consumer reactions to be tracked, as well as any noise driven by campaign activity.

HARIBO keep their approach towards paid media flexible saying, 'Facebook's algorithms are always changing therefore we have to change our strategy in line with this. More budget is now required to support content and secure reach.'

Similarly when discussing paid media on the platforms it is clear that HARIBO's focus for social has changed across the years, away from primarily being concerned with growing their social footprint towards that of content. This is an ethos echoed amongst many of the top performing brands in this year's ranking, and HARIBO suggests this mentioning the brand 'recently have found the most successful approach is to invest media budget to promote specific pieces of content.'

“

**FACEBOOK'S ALGORITHMS
ARE ALWAYS CHANGING
THEREFORE WE HAVE TO
CHANGE OUR STRATEGY
IN LINE WITH THIS**

Hayley Johnson

”

The sweets brand admit they are continually evolving their social activity, constantly reviewing content and previous successes in order to take learnings and apply to future content. Their efforts are a result of collaboration between the brand and agency, from insight and planning to creative development, approval and the daily community management of the platforms.





Case study:
Whiskas



Whiskas has been making cats happy with high quality, nutritious food since 1958. With a social media strategy dedicated to celebrating our pets, providing value and continually extending its reach, Whiskas is now the top performing pet food brand, at number four in the Social Brands 100 The FMCG Ranking.

Whiskas' social efforts are a collaborative effort. Content is planned in advance around content pillars, such as some of the great causes the brand supports (i.e. WWF Tiger's Alive Campaign), whilst maintaining a degree of flexibility to allow for spontaneous and topical posting. Whiskas works with its digital agency to maintain a consistent tone of voice and complement the wider brand objectives, whilst evolving its social media approach.

“

**WE USE OUR SOCIAL
MEDIA CHANNELS
TO CELEBRATE THE
RELATIONSHIP BETWEEN
CATS AND THEIR OWNERS**

Anthony Dean

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One of Whiskas' key priorities is to provide the nation's cat owners with a helpful resource. Anthony Dean says, "We use our social media channels to celebrate the relationship between cats and their owners." Whiskas achieves this by sharing an array of cat insights and facts from the WALTHAM® Centre for Pet Nutrition, the world-leading authority on pet nutrition, whose research underpins all the products that Whiskas makes. This provides 'an unrivalled understanding' of cats and their needs in order to help owners better understand their beloved pets and have a closer relationship with them.



Although the Whiskas community has largely grown organically, the brand does invest in social advertising to increase its reach and introduce new and engaged followers to the communities. Whiskas also uses paid media to maintain momentum within the community.

Whiskas is proud of its engaged community, which is full of amazing cat owners who love their feline friends and are keen to share photos of them. Anthony Dean says, "The vast majority of the images on our Facebook and Twitter feeds have been shared with us by our fans." This therefore provides a great opportunity for Whiskas to engage with its loyal brand advocates. Notably, this could be a contributing factor towards the brand having the highest engagement score out of all the brands on Facebook.

In addition to utilising the platforms to provide value to its community, Whiskas also uses social spaces as a forum for two-way communications, welcoming feedback from consumers on what they and, more importantly, their cats think about the brand and its products.

Retaining feedback aids a continual process of performance analysis and adaptation, particularly as Whiskas is unafraid to experiment with new themes, topics and styles. Social monitoring tools enable the brand to track its performance and to gauge sentiment surrounding the brand to inform its approach. Active listening allows Whiskas to monitor every brand mention, as well as wider sentiment in the category, to optimise feedback and opportunities to actively reach out and positively engage with those individuals, even if it is just a friendly acknowledgement.

Anthony Dean says, "It's a great barometer for wider opinions on the brand and its products and it can often be a sign of emerging conversation trends."

“

**THE VAST MAJORITY OF
THE IMAGES ON OUR
FACEBOOK AND TWITTER
FEEDS HAVE BEEN SHARED
WITH US BY OUR FANS**

Anthony Dean

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Case study:
**Pepsi
MAX**



Earlier this year Pepsi MAX ranked number six in our Social Brands 100 The Youth Ranking, however came back and gained on this position, ranking number five in Social Brands 100 The FMCG Ranking. The drinks brand is clearly doing something right in the realms of social to incur such levels of engagement, and we were keen to find out exactly what that was.

Consistently appearing within the top ten of our last two rankings, it is unsurprising that Pepsi MAX consider social as hugely important to their brand. This is particularly the case as Aman Matharu, Digital Marketing Manager of Beverages at Pepsico certified that the brand's target audience are Millennials; a demographic which reports claim spend at least 90 minutes a day browsing social platforms.

When asked about Pepsi MAX's priorities across social Matharu answers, "Engaging with our audiences at mass scale." Mass scale they are too, with Pepsi MAX's Facebook community boasting 1.2m fans. This significant number is noteworthy as Pepsi MAX is the brand within the ranking's top 25 to have the biggest Facebook community, meaning they are able to successfully maintain high engagement rates, despite having a larger community.

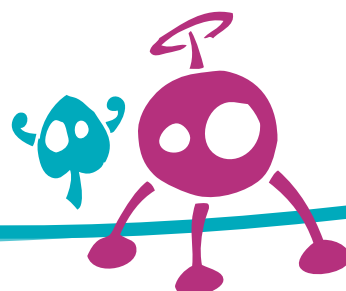
“
THERE ARE NO
SURPRISES THAT
YOU HAVE TO
PAY YOUR WAY
TO REACH

Aman Matharu

”

Although not denying the importance of a one-on-one relationship, Matharu continually reasserts the brand's focus being primarily geared to providing the core audience with relevant content.

To support this Pepsi MAX use a series of paid media approaches to ensure increased reach on content. Pepsi MAX have doubled their digital media spend since 2012, with the confidence that digital is a cost effective route, particularly when compared to traditional advertising methods, for engaging with Millennials at scale.



Included in this budget is an 'always on pot' which allows spends to be reserved for boosting content in real time, aside from the budget already assigned for the big campaign pushes. When discussing paid media and Facebook squeezing organic reach, Matharu comments, "if we're wanting to use social as a mass reach platform, there are no surprises that you have to pay your way to reach – similar to traditional advertising."

The brand trials content to assess whether certain posts should be supported by paid media or not. The approach they take to this is to post content and usually wait for up to 2-3 hours to get a view on its organic engagement rate and if it hits the necessary benchmarks, it gets financially boosted and projected to the masses.

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**BELIEVING IN OUR
CONTENT STRATEGY AND
BOOSTING IS KEY...**

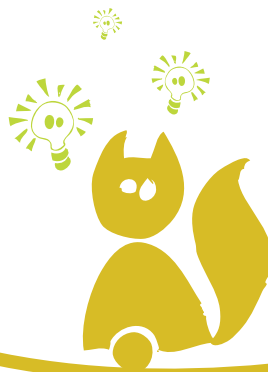
Aman Matharu

”

Pepsi MAX's social footprint is currently witnessing steady organic growth; growing by an average of 157 users a day - because of this healthy increase Pepsi MAX do not feel the need to employ Facebook Like ads to assist. The distinct movement away from previous concerns with regards to increasing community size are now seemingly widespread amongst brands across the social sphere, which leads to the interesting question as to whether this type of Facebook advertising has become futile and almost redundant. "The ethos is, if we're able to engage with fans at mass scale, than our social footprint will grow as a result." Further developments in social strategy are suggested when Matharu mentions Pepsi MAX's publishing strategy, suggestive of the brand's progressive nature, developing along with the natural trends within the market towards the implementation of a content marketing strategy.

In terms of content planning, Pepsi MAX organise their content up to six weeks in advance, in order to tie in and plan for key calendar events. A rigid cross-agency process is in place to review content and media, but is tentatively balanced with an element of flexibility, allowing for the all important reactive messaging.

Finally Matharu attributes Pepsi MAX's social success to their collaborative cross-agency approach; outsourcing content creation, media buying and data analysis to separate agencies. In addition senior stakeholders and legal and corporate comms also have a large part to play in the brands continued success; "believing in our content strategy and boosting is key... it's a never ending cycle of collaborative optimisation."



Case study: Heinz



The story of how Heinz made a name for themselves amongst food lovers everywhere began over 140 years ago. Since then, the brand has become renowned with taste, quality and variety and this has contributed towards the brand appearing three times in the IRI bestselling FMCG brands. Heinz Beans, Heinz Tomato Ketchup and Heinz Soup all appeared within the top 20 of Social Brands 100 The FMCG Ranking; with Heinz Soup coming out top with a ranking of 7th place.

Ian McCarthy, Marketing Controller says, "Heinz's social media strategy is to primarily drive engagement and advocacy. Our priority is to add value to consumers through branded messages that are in touch with their needs and reinforce their love for our amazing brands."

“
OUR PRIORITY IS TO
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WITH THEIR NEEDS

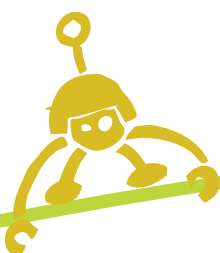
Ian McCarthy

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In fact, Heinz place a lot of importance on the word 'value', increasingly concerned with not just creating noise but instead only creating content which offers a form of value to their consumers' lives. Ian notes that since Facebook have changed their approach to reach, it is 'average content' which has seen the biggest losses as a result, as great content will always be shared, as long as it possesses a value.

In order to guarantee valuable content obtains a significant reach, a strategy of paid media is needed to support it. Heinz spends significant amounts on social media as a channel; budgets which are ever increasing too in line with more traditional advertising methods. Heinz test many of the new ad formats available to them on social platforms, and use this 'test and learn' activity to sharpen their knowledge.

Heinz's social is a collaborative effort and one of their key concerns is keeping up with the fast-moving digital landscape and remaining flexible and responsive. Although content calendars, which are agreed around social value propositions and strategic content pillars, are created and approved on a month-by-month basis in advance, Heinz then look for reactive opportunities to be topical.



The process of active listening enables Heinz to be nimble when creating responsive content. One of the brand's key social objectives is to 'listen as well as talk' and they use a suite of monitoring tools to track the brand's mentions globally. By listening to what consumers are saying about the brand, Heinz is able to realign their content accordingly.

One example of this would be a tweet sent to the Metro newspaper from a consumer, wishing that there were more ways to enjoy his favourite Heinz Salad Cream. Not only did Heinz respond to this across social media but they actively created an advert for the next day's Metro as a response to the tweet. This instance highlights the need for brands to fuel talkability and optimise earned media, but also the integrated nature of on and offline communications.

When allocating paid media in social, Heinz dedicate most of their funds to their key brand campaigns: one of these being last year's Heinz Tomato Ketchup 'Grow Your Own' campaign, where the community could subscribe to receive a free pack of Heinz tomato seeds, in a campaign to encourage British families to home grow their own tomatoes. The campaign was Heinz's biggest social media campaign to date, reaching 11 million people (over a third of UK users) and gaining 68k new likes on the Heinz Tomato Ketchup Facebook page (ranked 14th).

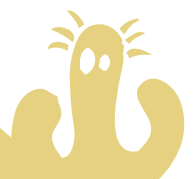
“
LISTEN AS
WELL AS TALK

Ian McCarthy

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Despite campaigns like these dominating the paid media budget, Heinz also reserve spends for unplanned topical posts which just 'take off' in popularity.

To finish, we asked Heinz if they could try and define their winning formula in regards to receiving such high engagement levels across social. Ian summed the success of Heinz up in a four-fold mantra, an adage which is seen throughout all of Heinz's communications over social: "Be authentic, add value to consumer lives, tell a story and listen as well as talk".





Case study:
Ginsters



Ginsters' history is rooted in Cornwall. Although the brand's reputation was originally spread largely by word of mouth, Ginsters can now add social media to their bow in support of other above the line marketing campaigns, helping to maintain Ginsters in the number one position in the savoury pastry market.

Explaining Ginsters' hands-on approach to social media, Chris Parkinson, Brand Manager, says, "Our strategy is simply to get in amongst it and see what works. We're constantly learning and improving. Social media enables us to talk directly to the people who love our products, and for them to talk back. That's incredibly powerful." It is this two way exchange of listening and responding that drives Ginsters' social presence. The brand even has a cult celebrity following, with fans such as James Corden.

However, Chris Parkinson largely credits the growth of the brand's reach and social footprint to "an unrelenting focus on what matters most to Ginsters: great tasting food made with the best quality ingredients which fuels appetites throughout the day. This comes across in everything we do on social media."

In the changing social landscape where 'social' platforms are making transitions more towards paid spaces, Ginsters recognizes this shift and assesses social media spends on the Return on Investment: "It's not always about how much money you spend but how effectively you plan and the focus you give to the campaign. Our first priority is to develop content that strikes a chord with people."

"Our history has taught us not to rest on our laurels," reads the brand's website. "We are constantly listening to the feedback from our customers and searching for ways in which we can improve." This strategy of listening is at the heart of Ginsters' approach to social media. The brand utilises the insights offered by Facebook and Twitter to track its efforts on each social platform, although Chris notes, "There's no replacement for simply being present and responsive throughout the day."

“

SOCIAL MEDIA ENABLES US TO TALK DIRECTLY TO THE PEOPLE WHO LOVE OUR PRODUCTS, AND FOR THEM TO TALK BACK. THAT'S INCREDIBLY POWERFUL

Chris Parkinson

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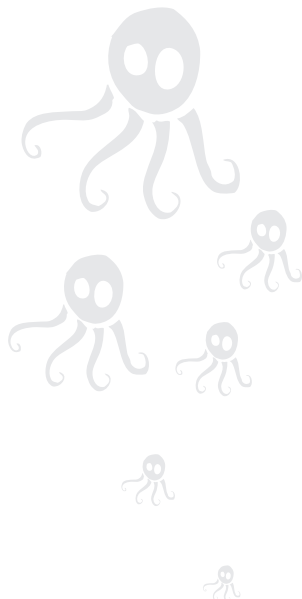
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It is this much-needed presence where support is needed and much like the other top-performing brands in the ranking, Ginsters' success across social is a result of the brand and an agency working together. It is this partnership which allows a continual process of great content ideas and suggestions which have come out of being at the heart of the conversation on the platforms. Having a team on the ground allows conversations to be instantly picked up and reacted to in a timely manner. "This underlines the importance of listening, rather than simply broadcasting," says Chris.

This user-centric approach to social is vital as the majority of Ginsters' social content is inspired by listening to fans and reacting to their conversations. It is this focus on providing valuable content to their community that results in the brand receiving commendable engagement rates. This approach highlights how integral Ginsters' fans are to the content creation process.

However, social platforms don't just stop with the well-established players Facebook and Twitter for Ginsters. The brand is looking forward to expanding its social footprint to other channels in the future.

To conclude, we asked Ginsters to summarize how they have used social media to help the humble Cornish Pasty stand the test of time. Their answer? It's all about "having a voice", being topical and actively engaging with their consumers.



Case study: Tetley



Founded 175 years ago, Tetley is a Great British brand steeped in nostalgia. Ranking in 9th position in Social Brands 100 FMCG Ranking, Tetley attribute their social success to their ability to build and develop relationships with the consumer.

The well-loved animated Tetley Tea Folk have adorned our screens since the 1970s and help portray a warm and friendly image, adding personality to the brand. Tetley develop this through social, claiming the platform of borrowed media is perfect for allowing their consumers to have a close relationship with the Tea folk and capitalise on the emotive relationship between a drinker and their cup of tea. Kate Diver, Brand Manager at Tetley says, "Through our social channels our fans can engage with the Tea folk on a deeper level, creating personal conversations and experiences which they share with their own communities."

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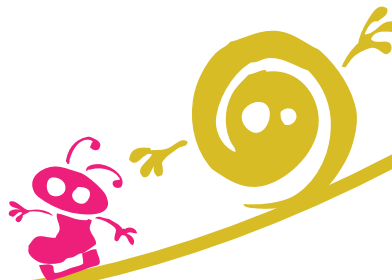
THROUGH OUR SOCIAL CHANNELS OUR FANS CAN ENGAGE WITH THE TEA FOLK ON A DEEPER LEVEL

Kate Diver

”

Developing love and trust for the brand with existing and new fans is a key objective for Tetley. Considering the Tea folk as a 'key asset', Tetley continue to make the characters more relevant to tap into popular culture and key trends, joining wider conversations. The image above is just one example of this and is taken from Tetley's #WorldCuppa campaign.

Topical and relevant content is of primary concern for Tetley; with the brand keen to efficiently create spontaneous content wherever possible, for quick distribution.



Paid media strategies are consequently in place to support this activity, with 10% of their budget reserved for reactive responses which the brand know, through previous 'test and learn' approaches, will perform well at a particular time. In a wider perspective, Tetley's approach to paid media is 'always on' and used to primarily help drive engagement and advocacy from the community largely around campaign related posts. With this being said, Kate and the team are keen to ensure that each piece of content distributed across social has 'organic legs', to guarantee engagement and advocacy, boosting the reach of the pieces of content which are performing well.



The management of Tetley's social media is a collaborative effort with brand owners and agency working very closely together. Listening to wider conversations in social spaces is extremely important to the brand, and considered as one of the reasons their community are so active and engaged. Tetley use Sysomos as a real-time monitoring tool to collect all relevant online conversations, track sentiment and aid social listening.



As an early brand adopter of both Facebook and Twitter, Tetley have invested in both platforms for the last five years and therefore have firsthand experience of the changes and developments continually being made within social spaces. This experience has clearly set the brand in good stead for producing an engaged and loyal community.



Getting started



As social media has matured to become more sophisticated both in terms of practice and technology, we have experienced a focal shift towards content marketing. Content marketing takes the social media channel into consideration but places emphasis on the quality and value of the content being distributed within that channel, and moreover its effect on other channels. As a result sophisticated brands are now adopting content marketing strategies placing the customer at the heart of this thinking. This is done by an in-depth understanding of their 'always on' consumers using detailed audience personas.

With this information and understanding of the target audience, brands can then develop their formal content marketing strategy. At Headstream we have developed a bespoke framework that we work through with our clients to plot out content across all media channels including social, so that the brand can identify, plan and deliver the right content to the right customer, at the right place, at the right time. The top performing brands that we have interviewed within this report have approached their content strategy in a similar way.

CONTENT STRATEGY BLUEPRINT



Your content strategy blueprint illustrates exactly what the consumer is doing, thinking and experiencing during each relationship stage with your brand. It enables you to design more effective content marketing strategies, allowing you to plan and distribute the right content, to the right consumer, in the right location at the right time.

	Discover	Consider	Evaluate	Buy	Try	Repeat	Main Brand
Requirements	Be open to discovery, brand for consumer	Learn to know a brand's strategy	Understand brand's brand strategy	Brand	Lead to brand's full brand strategy	Lead to brand's full brand strategy	Lead to brand's full brand strategy
Decision-making criteria across consumer journey	Discover: Awareness, Brand Image, Brand Trust	Consider: Quality, Price/Value, Brand Image, Brand Trust	Evaluate: Social Image, Value, Availability	Buy: Brand Image, Quality, Brand Trust	Try: Brand Image, Quality, Brand Trust	Repeat: Content Quality, Social Image, Brand Trust	Main Brand: Loyalty Programs, Membership, Community, Social Share, Limited Edition
SEO	[Bar chart]					[Bar chart]	
Advocacy Creation						[Bar chart]	
Memory	[Bar chart]		[Bar chart]			[Bar chart]	
Corporate Brand Product	[Bar chart]		[Bar chart]			[Bar chart]	
Content across Media Channels	Paid Media TV/CB, Radio, Press, Digital Native, PPC, Location and Twitter	Borrowed Media Facebook, Twitter, LinkedIn, Instagram, YouTube	Network Media Media Relations and Influencer Relations	Owned Media Website, Email and Mobile Apps	Shared Media Facebook, Twitter, LinkedIn, Instagram, YouTube	Partner Media Facebook, Twitter, LinkedIn, Instagram, YouTube	Brand Media Facebook, Twitter, LinkedIn, Instagram, YouTube



When it comes to the content itself, we advocate using the 70/20/10 model for managing innovation within your team as pioneered by Eric Schmidt and Google. Here 70% of time should be dedicated to core content activity. 20% of time should be dedicated to projects related to core activities. 10% of time should be dedicated to projects unrelated to core business.

Putting this model into practice is more challenging than one may think. Setting aside dedicated budget and resource to carry out 10% of time to innovate and ensure that this model is upheld is where brands either succeed or fail.

As evident within this report, it is the progressive brands with the high performing teams that are investing both 20% of time to related projects and 10% of time to innovation, that are achieving success. Here, 20% can represent being the first to experiment publically with new features made available from existing platforms. We can see this from Heinz test and learn approach.

10% of the brand's attention is given to testing and learning through mini content campaigns on emerging social platforms for example Vine, a platform used by Volvic and Tetley and No.1 brand IRN-BRU. It will be interesting to see brands foray into Snapchat and Whatsapp.

It is not just earned media content that should be experimented with, but paid media also. The explosion of programmatic media and the importance of coupling both paid and earned media to boost engagement and thus further earned media is vital to a brand's future success. With Facebook and Twitter both introducing sophisticated paid media solutions on an almost monthly basis, it is important that teams keep on top of the progress and experiment with trying to reach existing and new audiences with ever more sophisticated ad options. We can see this working particularly well with Tetley's approach to social media strategy.





About Headstream

Headstream is a strategic content marketing agency. Since 2006 we have been helping clients such as GSK, SAB Miller, Dole, Shloer and The Collective navigate their way through the complex world of fragmented media channels and connected consumers.

How can we help you?

Content strategy and plans

We help brands take a strategic approach to content marketing, ensuring every piece of content is working hard to meet your high level marketing objectives.



We do this by putting your consumer's journey at the heart of our thinking. This ensures that we deliver highly relevant, super valuable content, that's search friendly to the right person, in the right location at the right time.

- Personas & customer journey development
- Content audits
- Content plans in-line with your customer journey





Creating content

We can conceptualise, design and produce content. You may like to bring us in for a big one-off project or instead opt to use us on an ongoing basis for 'always on' content.

- Visual content; infographics, data visualisations, images
- Videos; short & long form
- Mobile & Tablet Apps
- Websites
- Digital magazines and brochures

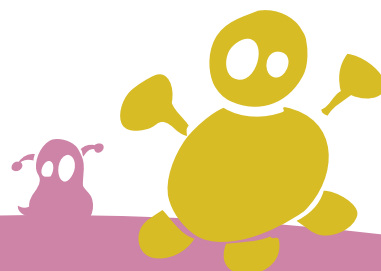
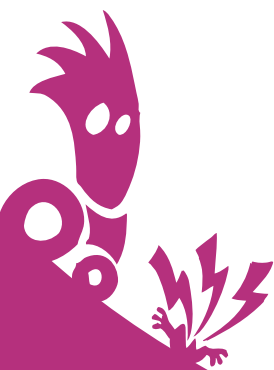
Distributing content

We specialise in specific content distribution services that in our experience are most effective for progressive brands that take a content-led approach to marketing.

- Programmatic advertising
- Influencer relations
- Community management
- Advocacy programmes

If you'd like to chat about how we can help you meet your content and social objectives, we'd love to hear from you.

tom.chapman@headstream.com
or call 023 8082 8575





Credits

We'd like to say a massive thanks to all those involved in this Social Brands 100 FMCG Ranking.

Please contact us with any questions or thoughts at @SocialBrands100 or socialbrands100@headstream.com.

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