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Figure 15.3 Sample Table of Contents

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Executive Summary

XYZ Coffee Company has a wide range of market segments, ranging from luxury coffee drinkers to professionals. However, younger people are not typically coffee drinkers, and they represent a lucrative, massive, untapped market segment, especially the more affluent youths.

The primary focus of this SMM plan is to use the social web as a means to find, engage, attract, and retain this upscale youth market as XYZ Coffee Company patrons. It is based on comprehensive research of the company's current social media presence, competitive intelligence, and target market analysis. This thorough examination and appraisal has resulted in a set of specific actionable social media goals and in optimal strategies for reaching those goals as well as the best social media tools for successfully executing and monitoring the plan.

Social media goals for the XYZ Coffee Company include:

- Strengthening the brand, primarily among the more affluent youth market segment
- Driving word-of-mouth recommendations
- Improving customer satisfaction
- Generating and implementing new product ideas
- Promoting advocacy
- Increasing foot traffic in the stores
- Search engine optimization (SEO) to increase traffic and conversions

A set of comprehensive social media strategies will be employed to achieve the above goals. These strategies include listening, interacting, engaging, influencing, and contributing to the social web. In addition, this plan describes how the progress of social media efforts will be tracked, measured, and evaluated. These actions will enable the plan's execution to be tuned to obtain optimal results.

A detailed budget shows the cost of implementing the plan. The plan concludes with a return on investment analysis. The team leaders responsible for preparing, overseeing, and executing the plan include the VP of marketing, Lisa Shea; the director of communications, Mark Jones; and the SMM manager, Susan Monroe.

Figure 15.4 Sample Executive Summary

Brief Overview

Over the last two decades, coffeehouses have become part of the American landscape. Millions of people purchase an espresso-based coffee drink daily. The willingness to spend \$3 to \$5 for a cappuccino, mocha latte, or chocolate-ice-blended drink occurred within just the last decade, largely due to Starbucks. The specialty-coffeehouse industry continues to grow at a strong pace.

Affluent youth, not normally heavy consumers of coffee, represent a niche market that has yet to be tapped. As explained below in detail, social media can be used to observe, interact, engage, and influence this market segment. These actions will help attract and retain this youth market as XYZ Coffee Company patrons, in combination with XYZ Coffee Company's high-volume, upscale, inviting atmosphere, and high-quality products. Moreover, most of the XYZ Coffee Company's locations are near university or college campuses, locations that provide easy access for this target market.

Figure 15.5 Overview Section from the XYZ Coffee Company SMM Plan

Metric	Sentiment	Reach	Company Posts	Feedback	Average Response Time to Feedback
Facebook Page	Positive 58% Neutral 31% Negative 11%	1,200,000 fans	2 daily	10 comments and 20 likes daily	2 hours
Twitter Account	Positive 60% Neutral 28% Negative 12%	350,000 followers	3 or more daily	50 @tweets 200 retweets daily	1 hour or less for customer service issues
YouTube Channel	Positive 45% Neutral 27% Negative 28%	5,000 subscribers	2 per month	5 comments per video monthly	2 days
Instagram	Positive 45% Neutral 50% Negative 5%	3,000 monthly views	1 or 2 daily	2 comments per photo	1 week
Mobile	Strategy to be developed and tested during current operating year Strategy to be ready for deployment chain-wide by beginning of next operating year				

Table 15.1 Platform-Specific Measurements of the Social Media Presence of the XYZ Coffee Company

The first step in a Social Media SWOT Analysis is to find and list an organization's strengths and weaknesses on social media platforms, along with the relevant opportunities and threats in the social media realm.²⁶ This step can be accomplished by answering the questions in Table 15.2.

Strengths

- Does the organization have a strong brand presence on multiple social media platforms?
- Has the company a proven track record on social media platforms?
- Are most of the company's actions successful on social media platforms?
- Does the organization have experienced staff adept at various social media platforms?
- Is the staff enthusiastic about working with social media platforms?
- * Are all the company's SMM efforts monitored to assess progress in achieving marketing goals?
- * Are top executives supportive of social media efforts?
- * Are ample resources available for participating on social media platforms?
- Does the company currently have a variety of vibrant social media properties?
- Does the company have unique products or services that satisfy the needs of social media users?

Weaknesses

- Does the organization have a weak brand presence on multiple social media platforms?
- Is the company's track record on social media platforms spotty?
- Do the majority of the company's actions on social media platforms fall short in expected outcomes?
- Does the organization lack sufficient expertise to work effectively on social media platforms?
- Is the staff apathetic or apprehensive about working with platforms?
- Does the company lack the ability to fully monitor its SMM efforts in order to measure progress in achieving marketing goals?
- Are top executives reluctant to fully commit to SMM?
- Are resources insufficient for building and maintaining a presence on social media platforms?
- Does the company lack a variety of vibrant social media properties?
- Does the company lack distinctive products or services or do the current offerings fail to satisfy the needs of social media users?

Opportunities

- Which social media platforms have the greatest concentration of the company's target audience?
- What does the target market do on these sites?
- Do they have any unfulfilled needs on the platforms that the company can satisfy?
- Are there emerging target markets on these platforms with needs the company can satisfy?
- What social media technologies provide opportunities for the company?
- Are there ways the company and its competitors can benefit by working together on the platforms?
- Are there opportunities for collaborating with customers to build brand presence on platforms?
- Are suppliers present on these platforms?
- What do customers value about the company?
- Is market demand increasing?

Threats

- Who are the company's direct competitors on the major social media platforms?
- Are there emerging competitors on these major platforms?
- What are the social media strategies and tactics that competitors pursue on these platforms?
- How successful are these strategies and tactics in building brand presence on the company's key social media platforms?
- In what ways are competitors' products or services superior to the company's offerings?
- How are competitors likely to respond to any changes in the way the company markets on the platforms?
- Is the company behind in adopting new technologies?
- Are international competitors taking away market share?
- What do customers dislike about the company?
- Is market demand decreasing?

Table 15.2 Profiling an Organization's Social Media Platform Strengths, Weaknesses, Opportunities, and Threats

Strengths

- XYZ has a strong brand presence on the majority of the major social media platforms.
- The company has a proven track on social media platforms, such as Facebook and Twitter.
- Most of the company's actions result in the desired outcomes on social media platforms.
- XYZ has an experienced staff adept at effectively using Facebook and Twitter to market the company.
- The staff is enthusiastic about working with Facebook and Twitter.
- XYZ's quantitative SMM efforts are monitored to assess progress in achieving marketing goals.
- Most of XYZ's management is supportive of XYZ's social media efforts, especially on Facebook and Twitter because they have proven their usefulness in improving the company's bottom line.
- Resources are adequate for participating on some social media platforms, such as Facebook and Twitter.
- XYZ's Facebook and Twitter are lively social media properties.
- The company's high-quality beans, distinctive coffee blends, and coffee shop atmosphere satisfy the needs of the current social media target market.

Weaknesses

- XYZ has less than desirable brand presence on YouTube, LinkedIn, and Instagram. It has no presence on Swarm by Foursquare, an important platform for location marketing.
- The company's track record on YouTube, LinkedIn, and Instagram is spotty.
- The company's actions on YouTube, LinkedIn, and Instagram have fallen short of expected outcomes.
- XYZ currently lacks the expertise to effectively market on YouTube and LinkedIn.
- The staff is apprehensive about working with platforms such as YouTube and LinkedIn.
- The company presently lacks a comprehensive monitoring tool to track and measure progress across the social web and on specific platforms.
- There has been an understandable reluctance by management to fully commit to an aggressive SMM campaign because of the inherent risks and costs in undertaking such an endeavor.
- Resources are insufficient for building and maintaining a substantial presence on YouTube, LinkedIn, Instagram, and Swarm.
- XYZ currently lacks a robust mobile marketing strategy, which provides for corporate promotions and local events and promotions.
- The present social media presence does not satisfy the needs of the affluent youth market.

Table 15.4 XYZ Coffee Company SWOT Profile

Opportunities

- Facebook, Twitter, and YouTube have the largest concentration of the company's current target audience.
- The target audiences on these sites tend to be spectators and joiners.
- Significant portions of the affluent youth target audience are content creators and critics with needs that are not currently being met.
- The affluent youth market is a strong emerging target market on all the major social media platforms, with need to observe, join, converse, create content, and criticize content.
- The emergence of social location services, ubiquitous smartphone usage, and mobile apps for checking in from locations to earn awards make these technologies a significant opportunity for XYZ.
- Starbucks, McDonald's, and XYZ could cooperate in sponsoring social media events that support major charities. They could also work together to develop an open source wiki with information about coffee.
- XYZ can collaborate with customers to build brand presence on social media platforms by engaging in activities such as inviting contributions from customers (e.g., YouTube videos).
- Suppliers are present in large numbers on LinkedIn.
- XYZ customers value the high-quality, unique coffee drink blends and the warm, friendly atmosphere of the company's coffee shops.
- Market demand is currently slowly increasing.

Threats

- Starbucks is the closest direct competitor on the major social media platforms.
- McDonald's low prices and widespread locations are making it an emerging competitor, especially on key social media platforms like Facebook and Twitter.
- Starbucks pursues aggressive social media strategies across the social web, including its own brand community and location-marketing initiatives.
- Starbucks has been extremely successful in building brand presence on the company's key current social media platforms, such as Facebook, Twitter, YouTube and, recently, on mobile.
- Starbucks has more locations and a wider selection of coffee drinks and foods than XYZ.
- Starbucks and McDonald's already have robust mobile marketing strategies that include loyalty programs.
- XYZ has yet to use social location services like Swarm from Foursquare to participate in location check-in marketing.
- International competitors have yet to make inroads in competing with XYZ, but their market penetration should be tracked carefully in case this situation changes.
- The customers dislike the wait to get support and lack of opportunity for input about XYZ products.
- Market demand for coffee drinks dropped off during the height of the recession.

Table 15.4 XYZ Coffee Company SWOT Profile (Continued)

The SWOT options are:

- **S-O Strategy:** Follow social media platform opportunities that match the organization's strengths on the social web.
- **W-O Strategy:** Overcome weaknesses in social media platform performance by following opportunities on the social web.
- **S-T Strategy:** Identify ways the organization can use its platform strengths to reduce its vulnerability to external threats from competitors or new technologies.

Goals

In consideration of the above reconnaissance and analysis, it is apparent that a significant opportunity exists for the XYZ Coffee Company to attract and retain a new, younger generation of coffee drinkers with a comprehensive SMM campaign.

The following social media goals are designed to achieve this undertaking:

- Strengthening the brand, primarily among the upscale-income youth market segment
- Driving word-of-mouth recommendations
- Improving customer satisfaction
- Generating new product ideas
- Promoting advocacy
- Increasing foot traffic in the stores
- Search engine optimization (SEO) to increase traffic and conversions

Figure 15.6 Goal Section from the XYZ Coffee Company SMM Plan

fitted to fulfill a particular organization's social media goals. Figure 15.7 demonstrates how these overall strategies have been customized for the imaginary XYZ Coffee Company.

Strategies

XYZ Coffee Company will pursue a highly aggressive set of strategies for its SMM campaign. Such a comprehensive approach is obviously not without risks, because it represents a sizable investment in personnel and is time consuming and expensive. In addition, since no one controls the social web and since blunders do harm to a brand, in-depth engagement standards will be established for company employees interacting on the social web.

XYZ Coffee Company's comprehensive social media strategies include:

- **Listening** to the social web to determine where the company brand is being mentioned, who is talking about it, and what attracts consumers to the brand, as well as what is being said about competitors' brands.
- **Interacting** with consumers on Facebook and Twitter, where high concentrations of the target audience reside. Always acting as a contributor, not an overt promoter, to strengthen the brand by improving brand awareness, recognition, and perception. In addition, connecting with suppliers on LinkedIn to improve provider relationships.
- **Engaging** customers to drive word-of-mouth recommendations with YouTube viral brand videos and Flickr pictures showing the warm, friendly atmosphere of the coffee shops, where people hang out looking trendy.
- **Influencing** the target market with YouTube videos that feature interviews with the thought leaders in the coffee industry (mass influencers), enlisting them to help shape opinions about the company's products and services to promote brand advocacy on the social web.
- **Connecting** with customers by starting a location marketing program that rewards consumers for regular mobile check-ins at store locations using Foursquare.

Figure 15.7 Strategy Section from the XYZ Coffee Company SMM Plan

Target Market

XYZ Coffee Company has a wide range of market segments, ranging from luxury coffee drinkers to professionals. However, the members of the current generation of young adults are not typically coffee drinkers, and hence they represent a lucrative, massive, untapped market segment, especially the slightly upscale higher-income youths.

Forrester's Social Technographics Profile Tool indicates that 93% of U.S. males in the age range 18 to 24 are spectators on the social web. Eighty-four percent of this market segment exhibits the persona of joiners, with 53% acting as social media critics and only 44% creating content. U.S. females in the same age range are slightly less inclined to engage in the social web as spectators (85%), and more likely to be joiners (86%) and creators (48%), but less inclined to be critics (47%).

Forrester Research surveys have determined that Generation Y online users constitute the largest group of creators, consisting of 37% of consumers ranging between ages 18 and 29. In other words, young urban social media users are the most active of the personas in producing videos, blog posts, articles, discussion forum text, and so on. In addition, these studies have found young women to be far more active on the social web as conversationalists than young men.

Figure 15.8 Target Market Section from the XYZ Company SMM Plan

which social media platforms these personas are most likely to frequent. As an example, spectators are not likely to participate in such social networks as Facebook or LinkedIn, but they might watch YouTube videos and read blogs, but not comment on the posts. The technographics profiles can be enriched with the company's own behavioral collected by monitoring its social media

Facebook

Facebook is the most popular social network, with more than 900 million monthly users. It is especially well suited for interacting with existing and potential consumers. Hence XYZ Coffee Company will use its Facebook presence to strengthen the brand by improving brand awareness, recognition, and perception, especially with the affluent youth target market.

Following are the key tactics that will be implemented on Facebook to help build the company brand:

- Post content that is of interest to the youth target market such as popular coffee drinks, music, teenage icons, and fashion, funny YouTube videos, community events, etc.
- Post content three times each day
- Light or funny ads to direct traffic to company website
- Promote offers, coupons, promotions, and events
- Participate in industry pages
- Include links to company Facebook page on all outbound communications such as promotional materials, brochures, and email signatures, as well as on the company website

Figure 15.9 Facebook Tactics for the XYZ Coffee Company

particular company.

Twitter

Twitter is currently the second most popular social media platform, with over 310 million unique monthly visitors. With Twitter, it is possible to instantly reach a large (often mobile) audience with brief but focused messages, making the site a great marketing platform for interacting with users on the go, especially the upscale-income youth market that XYZ is targeting. These features make Twitter especially useful for customer service.

The following tactics will be pursued to take the utmost advantage of this platform for strengthening the brand among the target audience:

- Respond to questions and comments promptly
- Average of 10 to 15 tweets daily and use hashtags frequently
- Use shortened links to share interesting articles, videos, breaking news, etc.
- Use Twellow to search for targeted users to follow 20 new people daily to generate more followers
- Retweet to increase sharing of our content in return
- Cross promote Facebook offers, coupons, promotions and events
- Include links to company Twitter on all outbound communications such as promotional materials, brochures, and email signatures, as well as on the company website

Figure 15.10 Twitter Tactics for the XYZ Coffee Company

LinkedIn

LinkedIn is one of the most popular social media platforms, with over 255 million unique monthly visitors in 2015. With 81% of business-to-business marketers using LinkedIn, it is the dominant B2B social network, making it ideal for XYZ to connect with suppliers to improve provider relationships.

The following LinkedIn tactical actions will be taken:

- Key employees should strive to complete 100% of their profiles and optimize with appropriate keywords
- Employee profiles should include links to the company website, Twitter, Facebook, YouTube, etc.
- Employees should ask recommendations to show credibility
- Participate in industry groups a minimum of once per week to establish credibility and build brand awareness
- Connect with industry thought leaders
- Build relationship with suppliers

Figure 15.11 LinkedIn Tactics for the XYZ Coffee Company

reach and compelling content make it the perfect platform for engaging consumers to

YouTube

YouTube, owned by Google, is the largest video platform with over 1 billion users worldwide. As more people choose to consume information visually, YouTube's vast (and growing) reach and compelling content make it the perfect platform for engaging consumers to drive word-of-mouth recommendations.

The following YouTube tactical actions will be taken on behalf of the company:

- Creative, entertaining, light-hearted videos focused on the youth market
- Tag videos with relevant keywords to rank higher in the YouTube search engine
- Videos should be 2 minutes or less in length
- Embed company logo/image in all videos
- Post one video per month
- Reply to comments daily
- Cross-marketing by using Facebook and Twitter to promote videos

Figure 15.12 YouTube Tactics for the XYZ Coffee Company

Instagram

Instagram is the most popular photo sharing site with over 300 million monthly users. It is well suited for engaging customers with photos of the business, which can personalize the company in ways no other social media platform can match. For example, sharing photos of a coffee shop, with a warm, friendly atmosphere, humanizes the business. When a business creates a buzz on the social web by sharing photos, people start talking about it and cause others to become interested in knowing more about the company. This level of engagement with customers can help drive word-of-mouth recommendations. The best use of Instagram is to encourage customers to post their own photos of enjoyable and satisfying brand experience.

- The following Instagram tactical actions will be taken:
- Upload photos featuring funny pictures, interesting events, product preparation, customers enjoying coffee, festive holiday parties, or employees just enjoying doing their jobs
 - Be diligent about using titles, descriptions, photo sets, and tags to secure top Google Search results
 - Use hashtags, headlines with hashtags and emojis to generate attention and engagement
 - Upload high-quality pictures weekly or more frequently to highlight promotions and events
 - Run a contest and in other ways encourage customers to upload photos to Instagram
 - Reply to comments daily
 - Cross-marketing by posting the most interesting pictures on Facebook and links on Twitter to photos, etc

Figure 15.13 Instagram Tactics for the XYZ Coffee Company

Swarm by Foursquare

Swarm is a popular check-in service, providing the ability for people to share their location with friends and win prizes for visiting businesses and checking in.

The following Foursquare tactical actions will be taken:

- Create or verify a Foursquare business and ensure that the profile is complete and correct
- Upload photos to your Tips and check-ins
- Offer coupons and special discounts
- Offer free product after a certain number of check-ins
- Offer stickers or special status to loyal customers after a certain number of check-ins
- Create special deals to encourage customers to bring their friends
- Place a QR code on coupons and special offers in order to provide instant links to the company's social media properties such as Twitter, LinkedIn, Facebook, blog, corporate website, etc.

Figure 15.14 Swarm and Foursquare Tactics for the XYZ Coffee Company

Content Development

Although each social media platform will feature specific types of content, the following tactics will maximize the generation of quality content that can be repurposed multiple times, saving time and money and creating the greatest possible impact:

- **Developing Content:** A thorough analysis of the content needs for each social media platform will be conducted, identifying the specific needs for each community, finding the gaps in content, and filling them with content that satisfies consumer needs. A careful inventory of existing content within an organization will be undertaken to find material that can be repurposed for use on social media platforms.
- **Managing Content:** Social media content will be carefully edited before posting and consumer contributions will be moderated to ensure the brand community conversation stays on topic.
- **Cross-Utilizing Content:** To leverage existing content, it will be adapted to each type of platform for proper cross-utilization. Care will be taken not to overutilize this procedure because it may trigger unwanted attention from search engines.
- **Breaking Apart Content:** Breaking content into smaller chunks and reformatting it will stretch the utilization of the material, allowing it to appear in various forms on multiple platforms, such as article directories, blogs, microblogs, podcasts, webinars, discussion boards, and so on.

Figure 15.15 Content Creation Tactics for XYZ Coffee Company

Assignments

In order to execute platform-specific tactics and generate content, specific roles and responsibilities will be assigned based on expertise and availability of staff. Assignments for executing the SMM plan will be carried out by those with the knowledge, experience, and training to effectively engage with consumers on the social web. The following personnel will be involved in the implementation of the social media plan:

- VP of marketing, Lisa Shea
- Director of communications, Mark Irick
- SMM manager, Susan Monroe
- Hire the following positions:
 1. A mobile manager
 2. Multimedia production specialist
 3. A professional writer
 4. Two SMM specialists

Figure 15.16 Role Assignments for XYZ Coffee Company

Social Media Platform

Suggested Quantitative Metrics for the Next Year

Facebook

- 40% growth in the number of likes
- 20% growth in the number of fans
- 20% increase in the number of comments and likes on admin post
- 5% growth in the number of wall response time
- 40% increase in the number of Facebook Places check-ins
- 30% increase in visits to company website from Facebook ads

Twitter

- 30% growth in the number of followers
- 30% growth in the number of retweets (message amplification)
- 30% growth in the number of mentions
- 10% increase in click-through rate (CTR) of the links posted in tweets (Note: Observing which types of links garner the highest CTRs can help in tuning tweets to provide consumers with links they are interested in and hence further improve the CTRs.)
- 20% increase in visits to website from tweet links
- 5% increase in website conversions (i.e., sales) from tweet links

LinkedIn

- 20% growth in the number of connections
- 10% increase in the number of recommendations
- 20% growth in the number of posts and comments in discussion groups
- 20% increase in the number of group members
- 15% growth in the number of questions answered or asked

YouTube

- 30% growth in the number of videos viewed
- 20% growth in the number of unique visitors
- 10% increase in the number of subscribers to company channel
- 10% increase in positive comments
- 15% growth in visits to company website from YouTube
- 10% increase in average rankings of videos by viewers

Instagram

- 20% growth in the number of views of video/photo
- 30% growth in the number of replies
- 20% growth in the number of page views
- 30% growth in the number of comments
- 30% growth in the number of subscribers
- 15% growth in visits to company website from Flickr

Swarm

- 30% growth in the number of impressions
- 40% growth in the number of check-ins
- 40% growth in the number of redemptions (comes from point-of-sale systems)
- 30% growth in the number of visitors to business after viewing venue/special foursquare (foot traffic)

	Key Performance Indicators	KPI Formula	KPI (One-year) Performance Targets
Social Media Goals Brand Strengthening	Sentiment Ratio (SR)	$SR = \frac{\text{Positive: Neutral: Negative Brand Mentions}}{\text{Expenses}}$	10% increase
	Share of Voice (SV)	$SV = \frac{\text{Brand Mentions}}{\text{Total Mentions}}$	15% increase
	Audience Engagement (AE)	$AE = \frac{\text{Comments + Shares + Trackbacks}}{\text{Total Views}}$	20% increase
Word of Mouth	Conversation Reach (CR)	$CR = \frac{\text{Total People Participating}}{\text{Total Audience Exposure}}$	10% increase
	Issue Resolution Rate (IRR)	$IRR = \frac{\text{Total \# Issues Resolved Satisfactorily}}{\text{Total \# Service Issues}}$	10% increase
	Resolution Time (RT)	$RT = \frac{\text{Total Inquiry Response Time}}{\text{Total \# Service Inquiries}}$	20% increase
Customer Satisfaction	Satisfaction Score (SC)	$SC = \frac{\text{Customer Feedback}}{\text{Total Customer Feedback}}$	25% increase
	Topic Trend (TT)	$TT = \frac{\text{\# of Specific Topic Mentions}}{\text{All Topic Mentions}}$	20% increase
	Idea Impact (II)	$II = \frac{\text{\# of Positive Conversations, Shares, Mentions}}{\text{Total Idea Conversations, Shares, Mentions}}$	15% increase
Generating New Product Ideas	Active Advocates (AA)	$AA = \frac{\text{Total \# of Active Advocates within 30 days}}{\text{Total Advocates}}$	20% increase
	Advocate Influence (AIN)	$AIN = \frac{\text{Unique Advocate's Influence}}{\text{Advocate Influence}}$	15% increase
	Advocacy Impact (AIM)	$AIM = \frac{\text{Number of Advocacy Driven Conversations}}{\text{Total Volume of Advocacy Traffic}}$	20% increase

Table 15.6 Qualitative KPIs for XYZ Coffee Company