

Nutshell



An ISA Publication

Volume 1, April 2017

Understanding Social Listening

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From the Chairman's desk

Dear Member,

According to a leading forecaster, the amount of money spent on advertising in social media is set to catch up with newspaper ad revenues by 2020. Going by this estimate, brands would need to sharpen all the tools available with them to make these spends impactful.

'Social Listening', the process of tracking conversations around specific phrases, words or brands, and then leveraging them to discover opportunities or create content for those audiences is clearly one such tool. Understanding the market, customer, prospect and competition is taken to a completely new level, armed with data and insights made available with this tool.

This issue of our Nutshell, with data and case study from our partner, WFA (World Federation of Advertisers) attempts at understanding 'Social Listening' and gives a step-by-step approach in its deployment.

We would love to hear from you. Do share your feedback on isa.ed@vsnl.net.

Regards,



Sunil Kataria
Chairman

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Social listening

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Social listening is the process of tracking conversations around specific phrases, words or brands, and then leveraging them to discover opportunities or create content for those audiences. It's more than watching @mentions and comments pour in via your social profiles, mobile apps or blogs. If you're only paying attention to notifications, you're missing a huge group of people that are talking about you, your brand and your product.

What Is Social Listening?

Social listening is the process of tracking conversations around specific phrases, words or brands, and then leveraging them to discover opportunities or create content for those audiences. It's more than watching @mentions and comments pour in via your social profiles, mobile apps or blogs. If you're only paying attention to notifications, you're missing a huge group of people that are talking about you, your brand and your product. To engage this audience, you have to know where to find these conversations, and how to engage with them. In other words, you have to engage in social listening. It sounds reasonable, but only few brands do it; in fact, only **24% of businesses engaged in social listening** in 2015.

For example, consider Twitter. Of all the

Tweets about your brand, only **30% actually include your Twitter handle**. Even more importantly, only 9% use the @ in addition to your handle. In other words, 91% of updates that you should know about will never show up in your notifications. If you don't search for them yourself, you may never know about them.



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In addition, if your goal is to grow your brand awareness, you should think beyond your brand and toward your industry. If you can find relevant discussions within your industry, the value of injecting thoughtful and valuable information without directly selling your product is immense. Of course, that's impossible to do if you don't know how to find these conversations.



How Does Social Listening Work?

The internal structures and mechanics involved with the tools used for social listening can be likened to the spiders and bots used by search engines that crawl web pages. These tools crawl the accessible contents of web pages continuously, in real time, or on certain time intervals depending on your goals and objectives.

Social listening tools search these web pages

to look for specific “mentions” of specific keywords or phrases – in this case a topic, product or brand – and will then summarize and report them all back to you in a form where you can get relevant insights that can help your business.

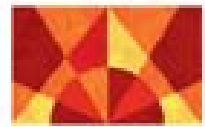
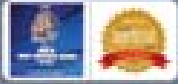
These tools vary in features, coverage and functionality and can be useful to a particular business depending on their needs or according to what information they want the tool to get. Most of these tools are free and many offer premium packages for business use. Paid models can be as cheap as \$10 a month, or as expensive as \$50,000 depending on their complexity and function.



Difference between Social Listening and a Google Search

It was mentioned earlier that social listening is just like Google search. In a technical sense they do but there are some very distinct differences. For one thing, a search query on Google will return thousands or even millions in results. Social listening tools make use of more specific query systems that can filter out irrelevant and spammy entries or mentions. This makes social listening results provide more relevant information based on the search terms you specified.

Social listening tools crawls websites but will



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only access web pages and information that are all publicly available. Social sites like LinkedIn are very strict when it comes to information access and will not make profiles available to just anyone. In this manner, social listening is not really invading an online user's privacy. It is just compiling all relevant information related to a brand or business that are already publicly available – and putting them all from a single repository where it can easily accessed and analyzed.

Why Do You Need Social Listening?

A good number of B2B marketers are already using and investing social media marketing for their businesses. 83% are using it to improve their brand's exposure, 69% use it to boost their website traffic, and another 65% make use of SMM to give them better insights of their targeted markets. Social listening falls into this third category as it can provide businesses with a good customer intelligence tool. The following describes some areas where Social Listening can be used for your business:

1. Help understand the Market – With the insights Social Listening can help extract from social media chatter, you can gain a better understanding of the market such as prevalent needs for new products or service.



2. Help understand the Competition – Social Listening can provide good competitive analysis and monitoring system of your competitors, enabling you to have an overview of what they are doing. This will give you a clear advantage over your competitors such as releasing a product or service before others could and at a competitive price that customers are already willing to pay for.



3. Help understand the Customer – With Social Listening, you can be in a position of helping your customers by knowing and understanding what makes them happy and

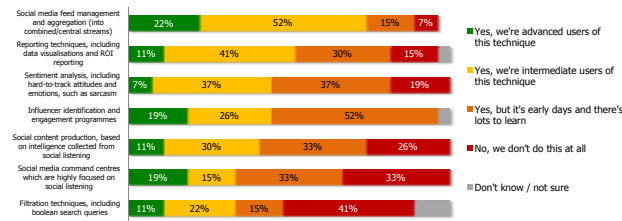
how you can make this happen with your products and services.

4. Help understand the Prospect – Social Media can be a powerful tool for generating leads and engaging with potential customers. Most of these prospects will not immediately convert into paying customers. They will need to gather more information and insights about your products or services, and social listening can help you understand what they need.

5. Help understand the Buyer – A particular prospect will give out signals that they are already trying and are ready to make a purchase. Businesses should be ready to respond when this is apparent otherwise they will lose out to the competitor.

Feed management tends to be the area where respondents are most comfortable...while 41% *not* using advanced filtration techniques

Q. Please indicate to what extent your organisation is using the following social listening techniques:



Ranked on combined share of 'advanced' and 'intermediate' users

Source: WFA Social Listening Survey, Base: 27, Date: Feb 2017

Listening also used for crisis management (among other uses), elaborate respondents...

Q. Please indicate to what extent your organisation is using the following social listening techniques:

- “ Listening data, public (facebook) data, and CRM to identify look-a-likes for more relevant advertising
- We use social listening tool for crisis monitoring, study of product feedback and audience mapping.
 - We use social listening for consumer insight generation and issue escalation.
 - We run weekly social listening reports on our new, major campaigns to check how they are performing and amend the campaign (media investment or content), where listening identifies problems or opportunities. ”

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A number of social tools recommended...

Q. Please can you share which tools you use for social listening, whether you recommend them and why? Are your social listening tools packaged with other consumer insight tools?

- “ We use **Crimson Hexagon** and **Sysomos**
- **Crimson Hexagon** - once you have it up and running and can work out how to use it, it is good. The reason we are struggling with it is that it is labour intensive and we don't have the resource to be able to focus on this, so ultimately it is not being used as it should be.
 - We use **Synthesio** at global. Different regions use **Crimson Hexagon**, **Netbase**, **Adobe** and a couple of others. These are not packaged with other tools, but we're looking into feeding data via API into a master dashboard.
 - We use **Falcon Social** as our social media suite, but prefer other offerings for social listening. **Crimson Hexagon** is one of the most sophisticated offerings in the market.
 - We use **Crimson Hexagon**, **Percolate** and **Sysomos** Exploit.
 - We use **Crimson Hexagon** - It's intuitive and easy to use tool for even the novice social listener.
 - We are using **Sprinklr** at the moment but might switch to **Crimson Hexagon** (can be easier to use for those without extensive experience).
 - **Crimson Hexagon** - working very well
 - On a more tactical basis, we use **Social Bakers**, **Tweetdeck**, and also an outsourced service provider for 24/7 alerts
 - **Sales Force**, **Social Studio**. We mash this up with other data sources to do better profiling and build more reach customer profiles
 - We use **Radartly** from **Linkfluence**
 - **Pulsar** - not combined with consumer insights tools.

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(continued) Getting the full functionality from these can be difficult...

Q. Please can you share which tools you use for social listening, whether you recommend them and why? Are your social listening tools packaged with other consumer insight tools?

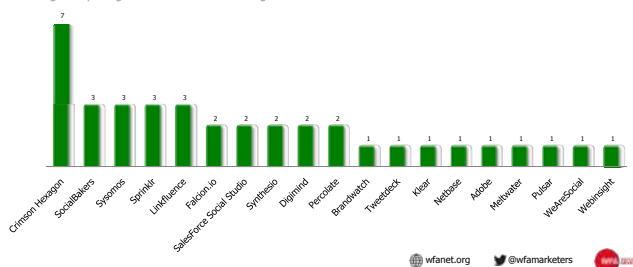
- “ **Brandwatch** - It's great, but it's like a Ferrari. We need good drivers to get the best out of it.
- We use **Sysomos**, **Synthesio**, **Digimind** and **Klear**. Some of the tools provide historical data, some have customized dynamic dashboards for easy access to non-analyst type of users, and some are good for influencer research.
 - We're using an agency called **City Gate** from London. They're good, but it's not a very scalable solution.
 - **Digimind** and **Meltwater** - both tools will need to be set up properly and require close monitoring and tweaking to pick up the relevant content to be effective. Have not used either of the tools in China.
 - Besides using social listening tools, we also look at data from other sources such as **Social Bakers** Analytics, **Google Analytics** and **Percolate** to look at the overall performance of brand and track the user journey.
 - We use **Sprinklr** globally. There are also a number of local tools used, such as **Zanroo** in Thailand.
 - **Spredfast** - working brilliantly for ad hoc fast analysis + running international social media campaigns
 - We use and recommend **Sprinklr** - It's a good swiss army knife product.
 - We use **Linkfluence**, **Sprinklr** and **WeareSocial**.
 - We use **Percolate** globally and **Websight** in China.
 - We are working with a social media agency for social listening + **Social Bakers** and **SalesForce Social Studio**.
 - We use **Falcon.io**. It doesn't cover all functionalities, but this works for us as our markets have many different needs. They also have an 'audience' feature, where you can build consumer insights and create profiles based on previously engaged consumers.

“It's like a Ferrari. We need good drivers to get the best out of it”

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Crimson Hexagon mentioned several times...

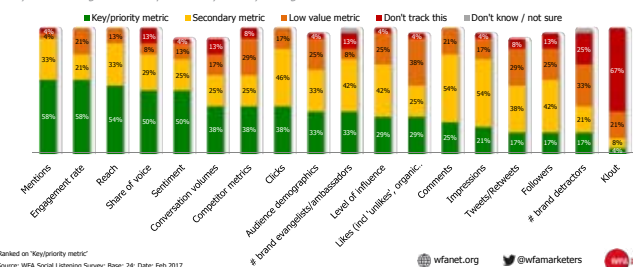
Q. Please can you share which tools you use for social listening, whether you recommend them and why? Are your social listening tools packaged with other consumer insight tools?



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Mentions and Engagement the 'key metrics' for almost 60%...

Q. We would like to get an understanding of what you're measuring using social listening. Please indicate which metrics you're tracking and how important they are to your organisation.



Ranked on 'key/priority metric'

Source: WFA Social Listening Survey, Base: 24, Date: Feb 2017

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But measurement/metrics likely to vary according to objectives...

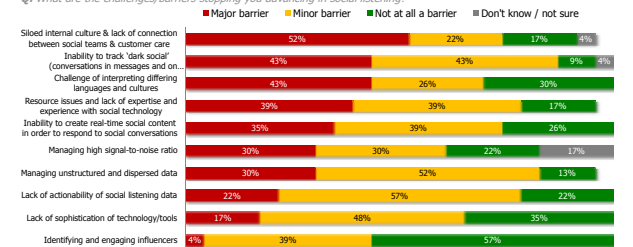
Q. We would like to get an understanding of what you're measuring using social listening. Please indicate which metrics you're tracking and how important they are to your organisation.

“ I haven't commented on the above as with our social listening tool, **Crimson Hexagon**, you build monitors to answer a query. So therefore, what you measure is different depending on your objective. Things like 'engagement', 'reach', 'impressions' etc are all things we measure on a regular basis through our social posting/CRM programme but not what I would class as 'social listening'. Those standard measurements get tracked separately. ”

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Internal silos and lack of connection between social and other teams (e.g. customer care) the major barriers to better listening

Q. What are the challenges/barriers stopping you advancing in social listening?



Source: WFA Social Listening Survey, Base: 22, Date: Feb 2017

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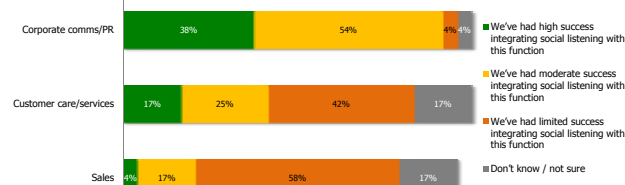
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Most (92%) have made good headway integrating listening with comms/PR, but customer care and sales proving more challenging

Q. To what extent have you been successful integrating social media listening within the roles and responsibilities of functions outside of (or shared with) marketing? (e.g. sales, PR / corporate comms, quality & supply chain, customer care, etc.)



Source: WFA Social Listening Survey, Base: 24, Date: Feb 2017

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Consumer Insights and Marketing other key functions where listening has been successfully integrated...

Q. To what extent have you been successful integrating social media listening within the roles and responsibilities of functions outside of (or shared with) marketing? (e.g. sales, PR / corporate comms, quality & supply chain, customer care, etc.)

- “We have been successful integrating social listening with market research teams
- We ask CRM/Media/PR agencies to use their own social listening tools to be able to help us in this area
- We share findings with our legal team to track counterfeit or any other legal issues.
- Social listening is a joint initiative with Insights and Digital/Media team.
- We've had moderate success integrating listening with Consumer Insights and Marketing
- Social listening is now fully integrated with marketing”

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Establish common protocols, tools and metrics to accelerate integration...

Q. Please can you elaborate on the steps you've taken to increase the integration of social media listening with functions outside of (and shared with) marketing? What's been particularly effective for you?

Establish common protocols, tools and metrics to accelerate integration...

“Both brand and customer care teams use the same listening tools (although customer care has a tailored listening dashboard with which the social media team was very involved in the set up). Both teams have a clear understanding of brand vs customer care roles, and hold regular meetings to discuss issues and encourage collaboration. Channelling all customer care related tags/tweets/responses onto the same technology platform helps.

Explore ways to share ownership of social listening with other functions...

- For PR/CorpComms, the integration is almost natural, as our social media team sits within the PR team, and the organisational structure closely integrates social media activity into integrated marcomms campaigns.
- We have made it part of both IT and Marketing's targets to further ensure success

Engage the C-suite

- We're now involving the Group leadership team to try to get more senior management support for integration and to upgrade the current solution.

Make social engagement part of upper funnel digital advertising...

- ...and siphon off calls to customer care - if related to support - so that there is proper case management.”

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(continued)...demonstrating the benefit of listening to other functions is a natural way to encourage take up and integration

Q. Please can you elaborate on the steps you've taken to increase the integration of social media listening with functions outside of (and shared with) marketing? What's been particularly effective for you?

Demonstrate how social listening data can assist other functions in the organisation...

“Consider supporting your sales team (and other business units) with social and business intelligence on topics they are interested in. It's also worth supplementing traditional survey insights with social listening data.

- Trying to educate PR team on the data and measurement parts, pointing out that this is duplicated across reporting. Full integration needs to come from executive level.
- The output of the social listening can touch on many different areas. Highlighting and sharing how this data is useful to their respective functions helps to drive engagement.
- Setting this in the context of consumer insights. Also showing how this could become a competitive advantage for all parts of the organization...not just marketing teams but also sales, supply etc.
- Integration with PR has been helpful for crisis management, in terms of timelines and responses. PR is also roped in on KOLs selection and involved in digital efforts to keep abreast of marketing campaigns and possible areas to leverage.
- I'm currently looking at opportunities to implement a B2B 'social selling' solution with LinkedIn Sales navigator for our sales team.”

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Further reading/resources...

- WFA Survey on Global Social Media Marketing 2016, <http://www.wfanet.org/en/knowledge/global-knowledge-base#/item/344>
- WFA/Brilliant Noise Webinar On Driving Digital Transformation Through Social Newsrooms, <http://www.wfanet.org/en/knowledge/global-knowledge-base#/item/368>
- WFA CDO Forum Overview, "From digital Jenga to advanced content & social operations", <http://www.wfanet.org/en/knowledge/global-knowledge-base#/item/351>
- WFA CDO Forum Overview, "Half of social is noise - finding the tools that deliver business critical insights", <http://www.wfanet.org/en/knowledge/global-knowledge-base#/item/304>
- WFA Digital Maturity Diagnostic (SONAR), <http://www.wfanet.org/en/knowledge/digital-maturity-assessment>
- Altimeter Report on The 2016 State of Social Business, <http://www2.prophet.com/2016-state-of-social-business>

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Social Listening can help you identify if someone is already ready to buy and would just require that added push to make them commit so.

6. Help provide good Customer Service – Getting a new customer is up to six times more costly than simply maintaining and retaining existing customers, so it is important that your business provide a good customer service and retention program and generate consistent repeat purchases.

There are other benefits and advantages of using Social Listening for your business on top of these listed above. The point here is that businesses could really benefit a lot from using Social Listening, so it's high time they begin using these tools now.



Find Relevant Keywords

Once you and your team understand the true importance of social listening, it's time to build a strategy that helps you structure and scale the process. Similar to SEO, building that strategy begins with finding the keywords and phrases your audience regularly discusses.

Naturally, that keyword list should include the various iterations, abbreviations, and even misspellings of your brand name. The more variations of your name you can come up with that members of your audience may actually search for, the less likely a comment about your product or service will slip through your cracks.



In addition, begin to research industry-specific phrases that tend to encourage discussion. A graduate school looking for potential students, for example, may want to begin listening to keywords such as graduate school, grad school application, and goal statement (a crucial part of the application process).



Finally, consider including keywords for your competitors, as well. You may not want to directly engage with all of the conversations concerning your competition, but it's valuable to understand the greater discussion not just around you, but your entire competitive environment.



Use the Right Tools

Social listening would be impossible without a number of tools that can help you conduct automated searches through social media for the keywords you found above. Fortunately, a number of services can help you streamline that process without a significant time investment.

Some social media management tools, like **HubSpot** and **HootSuite**, offer integrated listening services. Others, like **Social Mention**, are free but require manual searches. Yet others, like **KeyHole**, and **NUVI** offer more comprehensive, dashboard-based services for a fee. A list that provides a more **comprehensive overview** of the best listening services available for your brand can be seen

below:



Create an Engagement Strategy

More than listening, looking for relevant conversations on social media and responding to them is one of the key aspects of engagement. You will find all types of comments, from complaints to praises, comparisons, and general industry discussions. Create a rubric that allows you to be strategic about the best response to each type of comment.



You should also be strategic about the various networks on which these discussions might occur. A comment on LinkedIn, for example, requires a very different type of response than a Tweet. Understanding the medium should be a core part of how you engage with each user.

Evaluate and Adjust

Finally, as is the case with any type of marketing efforts, build your social listening strategy in a way that allows for adjustments over time. Not every response will be viewed favorably. Some users may feel they are intruded upon, while others will use it as an opportunity to

lash out at your brand. Keep track of your wins and losses over time, in order to better understand how you can best treat each individual comment.



In addition, give yourself the opportunity to adjust your keyword strategy overtime. If you find that some keywords never seem to gain any traction, eliminate them from your reports. On the other hand, if you keep coming across keywords you're not tracking yet, add them. That way, you can be sure that when a discussion relevant to your brand occurs on social media, you at least know about it.



Given the weight we give others' opinions

on social media, it's baffling to see just how few brands prioritize social listening as part of their social media marketing. At the same time, it's also an invaluable opportunity: by creating a strategy around it, you can get a leg up on your competition and more effectively reach your target audience.



Enhance Current Marketing Efforts with Social Media Tools

Obviously, you have a social media strategy. However, you have to listen in with social media tools. There's a boatload of social media listening tools like Google Analytics, Hootsuite, Tweetdeck, Icerocket, Social Mention, and Topsy.



By utilizing these tools, you can find out what your audience wants so you know what to provide them. This is akin to getting feedback from your audience without actually asking for it. Think about the possibilities you can do to improve your marketing efforts by tapping into your audience's thoughts.



In other words, tapping these tools will help you:

- Garner invaluable feedback. Seeing your audience's reaction to your latest marketing campaign, product or announcement will help you immensely to improve your products or services, as you can better tailor them to the needs expressed.
- Humanize your social voice. Making use of social media listening tools allows you to interact easily with your audience and makes you more approachable.
- Negate harmful social buzz. Last year, a fire caused by a Keurig-brand coffee maker burned down an apartment in Oregon. At first, Keurig merely wanted to present the homeless family with a new coffee maker, resulting in cries of indignance across major social media channels. As a result of listening to the audience's reactions, the company paid for fire restoration and the family was able to regain their home. This shows how effective social media listening can be when it comes to reputation management and averting social media disasters.



Spy on Your Competitors

You have to know what your competitors are doing in order to overtake them. With so many sneaky online tools available to spy on your competitors, you'd naturally feel overwhelmed. However, the key here is to use and choose based on your intentions, which may include:

- Gather intel on the competition and evaluate their efforts
- Finding new opportunities to overcome them
- Set new business goals based on the closest competitors you aim to beat
- Spying on your competitors allows you to learn more about their tactics, activity, and customer engagement. Doing so could very well lead you to winning over some of their customers.

Improve Your Efforts by Monitoring Hashtags

When something new is released by a massive consumer brand, social media tends to viral on the subject. For example, on the day that Apple releases a new product, it's not unusual to see a sudden slew of conversation on Twitter

with specific trending hashtags around said product. Apple would naturally monitor these hashtags in order to discover customers' likes and dislikes.

Some excellent hashtag-tracking tools you can utilize include:

- Talkwalker: This online tool allows marketers to easily measure the impact of hashtags as a variety of metrics (general buzz, engagement, sentiment and potential reach) are generated
- Hashtagify: This tool lets you gain insight on top influencers and competitors and presents you with different links between various hashtags.
- RiteTag: You can instantly see if the hashtag you're using in your Tweets are appropriate or not, and at the same time, it improves your hashtag usage to optimize reach.

Leverage Location-based Social Media Monitoring Tools

When it comes to social media listening, most marketers fail to leverage on location-based social tools. Location-based social media solutions such as Geofeedia can easily help marketers connect with their most important customers and understand what's being said at specific events.

For example, if a New York company wants to listen in on trade shows, parties and events held exclusively in the city, Geofeedia may help in gaining the upperhand in terms of garnering prospects and engaging with the community.

Other location-based social media tools include:

- WeLink
- Snaptrands
- Local Measure



Show Off Your Customer Service Skills

When you respond promptly to mentions of your company on social media, you are showing potential customers that you have great customer service skills. Individuals love to see brands engaging with customers on social media. Always keep in mind when customers have something good or bad to say about your brand, their first spot to share their feelings is going to be on a social media network. A recent study showed that 35% of the participants had asked a brand a question on a social network before.

Find Employees via LinkedIn

Anyone can put up a job ad and receive responses. However, interviewing and weeding through the applications can be pretty tedious. When listening in on LinkedIn you may come across the ideal employees for your team, enabling you to reach out to them directly with your job offer. LinkedIn allows you to learn more about your future employees because you can look through their recommendations and see what past employers had to say. You can also see their skills and certifications laid out in front of you.

Tip: Participating in LinkedIn discussion can be tedious. To counter that, you may utilize tools like Oktopost, a nifty tool that allows users to listen in on LinkedIn groups and

discussions through an intuitive stream.

Find Influencers to Help You Reach a Larger Audience

Influencers are a great way to get your name out to your targeted audience. While listening in on social media you can see who the influencers in your niche are and connect with them.

They are going to do their research on you and if they like your company, they will have no problems telling their audience about you. Influencers will get you better conversion rates because their audience is not only looking for your business but they trust that the influencer would only recommend reputable companies.

Tip: One of the easiest ways to find influencers is to take a peek at who your competitors are following on Twitter, Pinterest and Facebook.

Improve Your Content Marketing Strategy

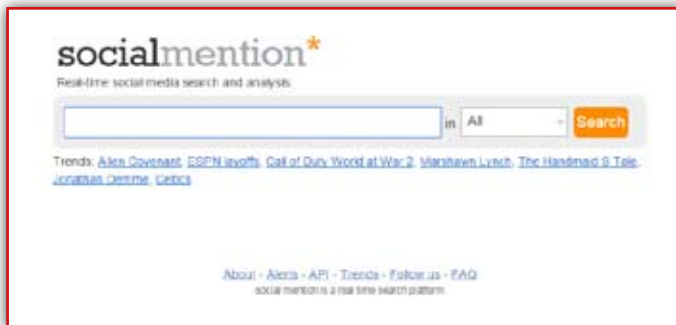
While listening on social media you will find yourself engaging in conversations, many that lead to content. When listening to individuals across social networks, you can see what questions they have and then provide them with content that answers their questions.



For example, if you see the hashtag #AskABlogger trending you could provide your audience with content that came from

a blogger and gain views outside of your audience.

Social Mention



With this tool, you can monitor social, video, blogs and more. Just enter the search term and the tool pulls up everything that is being said about it. You don't even have to download anything to utilize this tool.

Topsy

Topsy is a tool that allows you to find influencers, measure exposure and more. The free version is very basic so you will have to invest in the PRO version to take advantage of all of the features.



Kimberly-Clark APAC Marketing Director on 'the power of social listening'

(Article originally published in Campaign Asia-Pacific)

Social listening is giving Kimberly-Clark a better understanding of the rewards and anxieties of motherhood. **Rahul Asthana, Regional Marketing Director for Baby & Child Care, Digital & e-Commerce at Kimberly-Clark Asia-Pacific**, explains.

More of the world's babies are born in APAC than any other region in the world. That makes it a highly competitive place for baby and childcare brands such as Huggies.

To succeed we need to be distinct and even a little bit polarising if we are to appeal to an audience of mums who are mostly millennials and very digitally savvy.

While traditional research tools such as home visits or going on shopping trips with mothers and women are helpful for our marketing teams, social listening is providing a new route into the deep challenges of motherhood.

These rich insights are not only helping us understand mums better but also providing the authentic ingredients we need to craft messages.



One campaign that was successful in South Korea, the 'Huggies MomentCam', was developed around the core insight that while motherhood is something positive on the whole, not each and every moment is a positive experience and there are the 'downs' which are glossed over.

We used South Korea's connected infrastructure to create tiny cameras that recorded mum's and baby's reactions when they were together. We were then – with permission – able to create personalised films of those special moments.

This allowed us to authentically communicate the challenges of motherhood and differentiate ourselves from the bulk of the advertising in the category, which shows every moment to be a happy and joyous one. There's no mention of the sleeplessness, anxiety or irritation.



Social listening told us that mums were experiencing all of these, but in a focus group no mum would admit that kind of thing. Our campaign, designed to remind consumers of the positive, and not-so-positive, moments that are part of motherhood, thus resonated well with mums.



In other markets, we've promoted our principle of "extending a mother's hug" by focusing on the moment when mums have to go back to work. However much they might trust their baby's carer, it's a hugely gut-wrenching experience for every mum. There is real separation anxiety as mum and baby stop being "we" and become "I" and "she/he".

Our work in Thailand, Singapore and now the Philippines has focused on using Huggies to help mum feel assured that she's leaving her hug with her baby. When mums put on diapers or diaper pants they draw the baby close to them. That's mum leaving her love with the baby even as she's leaving her baby with someone else.

Local lessons for e-commerce success

This new emphasis on social listening as a means of understanding mums has been matched by a journey to become more digitally savvy when it comes to the tools that we use to connect with our consumers.

As the lead for Kimberly-Clark's digital journey in APAC, I've helped us develop our core priorities for the last three years. We've identified "big bets" around e-commerce, CRM, programmatic, analytics, content and search and these are starting to pay dividends for us.

E-commerce is particularly critical because nappies are bulky products and are easier to order online instead of buying them from the supermarket. Our efforts to take advantage of

this fast-growing channel have seen us build strong teams in the most forward-looking markets in Asia such as South Korea and China.

We moved fast developing a competitive advantage thanks to our expertise in areas such as account management and relationships as well as our e-commerce marketing knowledge, investment in better digital shelf modelling, high quality imagery and buy-now capability.



A significant portion of our net sales now come from e-commerce and we have leading positions in South Korea, Australia, China, Vietnam, the Philippines and Singapore. In a number of markets, we are doing better in e-commerce than in overall retail.

Our data systems – whether CRM or DMP – have also allowed us to build a property that is helping deepen relationships with retailers. Retailers have traditionally been shy about sharing data but we now have something to offer them and have been able to talk about

building deeper relationships.



Although we guide these efforts regionally, it's our strong belief that local is the way to go. E-commerce is about being hyper-local, we even tailor content for people in different parts of Singapore.

This is important because a lot of the global playbooks don't really work in Asia. They are designed for an ecosystem that is built around the likes of Amazon. In Asia, where different players exist in each market, you need to think Flipkart in India and Alibaba in China.

Digital is changing our marketing dramatically as we explore not just these new retail channels but also new ways to understand our consumers better such as social listening. Both are vital for our competitive position in APAC.

Smart e-tail without great insight and purposeful campaigns will be far less effective just as great insight will be not deliver the bottom line success if we can't get e-commerce right.

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