

A high-speed, close-up photograph of a glass of Coca-Cola. The glass is partially filled with a golden-brown liquid, and a large, clear ice cube is suspended in mid-air above the surface, having just been dropped or about to be dropped. The liquid is splashing out of the glass, creating a dynamic and energetic scene. The background is a solid, vibrant red, which makes the golden liquid and the clear ice stand out. The lighting is dramatic, highlighting the textures of the liquid and the facets of the ice.

Coca-Cola[®]

CREATING AND LAUNCHING
A GROUNDBREAKING SOCIAL MODEL

CHALLENGE

Since social first emerged as a force in the marketing arena, The Coca-Cola Company has maintained a decentralized, North American model for social media. Essentially, each brand in its portfolio independently contracts digital and marketing agencies to lead various aspects of its social media efforts. While generally effective, Coca-Cola knew there were impressive cost savings and efficiencies to be gained through a consolidated and centralized model — especially considering that social network ad spending was expected to increase by 79% from 2015 to 2018 (eMarketer, 2016). So Coca-Cola invited Moxie and two other agency partners to lease their talent to the brand, embedding their team members within the Coca-Cola North American Social Center (NASC).

SOLUTION

Coca-Cola already had a structure in mind: three separate squads organized based on brand category or grouping. Squad 1 is for trademark brands, Squad 2 for flavors and Squad 3 for water, tea and juices. Each Squad is led by a Coke employee — the Captain — who is responsible for the strategy and execution of social media. In addition to the Captain, there is a Squad Lead — an agency partner who translates Coke's needs into priorities and action plans for the rest of the Squad, which is made up of different functions assigned across agency partners. In this configuration, Moxie owns community management in Squad 1 and partially owns the same function in Squad 2, with two of the three community managers. We lead Squad 3 and — additionally — own creative, strategy and analytics for this Squad; we also provide one community manager out of the three total for the Squad. Each Squad is rolling out in a phased approach, with the intent of gathering learnings from each to inform the rollout of the next. As we move forward, Moxie's sole aim is to leverage our social prowess to elevate the NASC to unprecedented, industry-transforming heights.

RESULTS

At launch, all stakeholders collaborated to create a balanced scorecard (BSC) to track critical success factors (CSFs) for the NASC across financial, learning and innovation, internal business process and customer satisfaction. The objective is to consolidate and wire functions to gain efficiencies and transfer best practices across brands. To measure against that, the BSC is tracking efficiencies gained through social marketing investment, insights and optimization generated through social listening, increased quality of social content and customer connections plans, and amplified speed and agility of implementation. The NASC has only been up and running for about 90 days, so we've yet to gather enough data to accurately assess performance — although the initial numbers look impressive:

Brand Engagement Metrics – May to August 2016

- *224% increase in response volume*
- *11.25% elevation in engagement rate*
- *7.1% jump in positive response sentiment*
- *11.7% decrease in negative response sentiment*

