

Community Management: Global Playbook

January 2022

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Purpose of this document

Hello!

This playbook is a comprehensive guide for Community Management activities.
Here we introduce the best global models to incorporate into your cross-channel CM initiatives.

The document is divided as following:

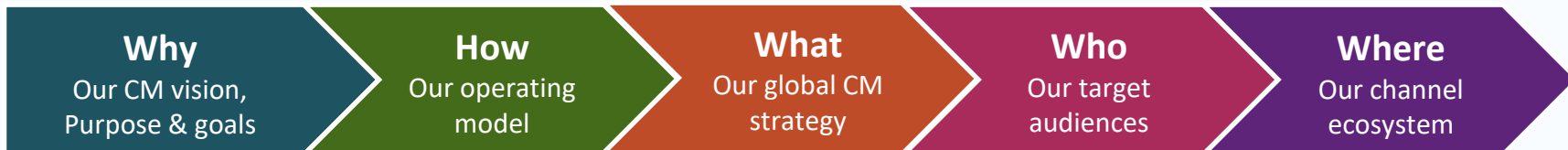




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NAM Pilot (TO FOLLOW)

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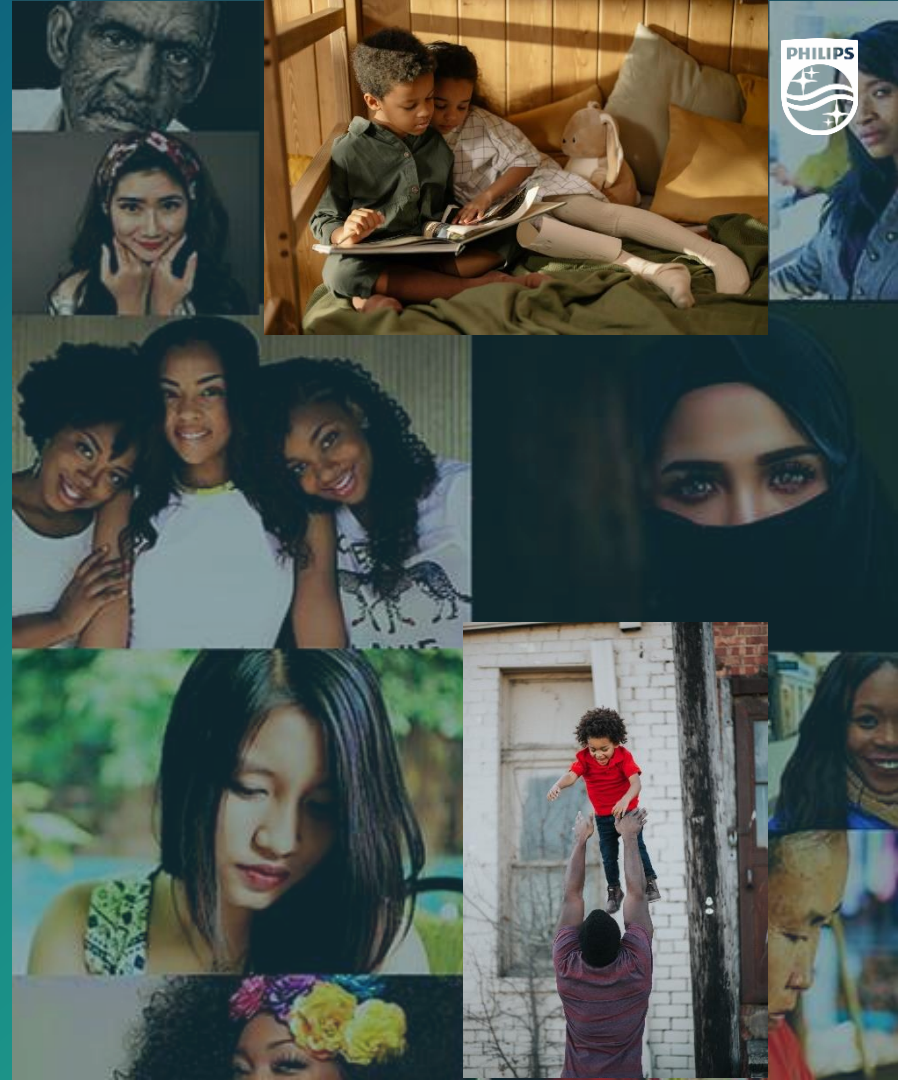
1. Why - Our CM vision, purpose and goals:

- Community Management Defined
- Value of Communities
- Our Community Management Goals
- Our Role within Communities

What is Community Management?

Community Management is the process of building and nurturing an **authentic community** among a business's customers, employees, and partners through various types of interaction.

It's part customer service, part listening to the internet, and part being active in discussions that relate to the brand.



Community Management is about

Interacting with audience

Community management is more than turning followers into loyal customers; it's about **how a brand uses opportunities** (in-person and online) **to interact** with their audience to create a network in which they can connect, share, and grow.

&

Protecting brand reputation

A solid community management **program** **maintains a brand's reputation** and helps keep a pulse on sentiment and future opportunities.

The Community Manager

The community manager acts as the **liaison between the brand and its audience**, and in order to advocate for the brand, community managers must have empathy, good listening skills, and adaptability.



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Value of Communities

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Why are communities important?

1. Trust

They foster trust; getting followers to function as a community is a sign the brand is trustworthy

2. Engagement

They promote engagement, bringing users closer to the brand and increasing the brand's visibility and retention rates

3. Loyalty

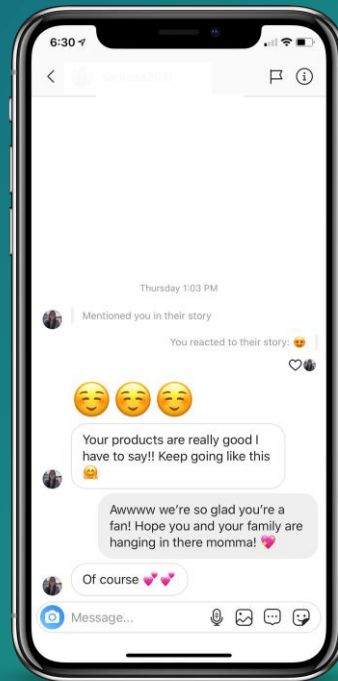
They create a welcoming environment that cultivates brand affinity, loyalty, and encourages consumers to share their stories, which can inspire others to act, including the brand

Why are communities important?

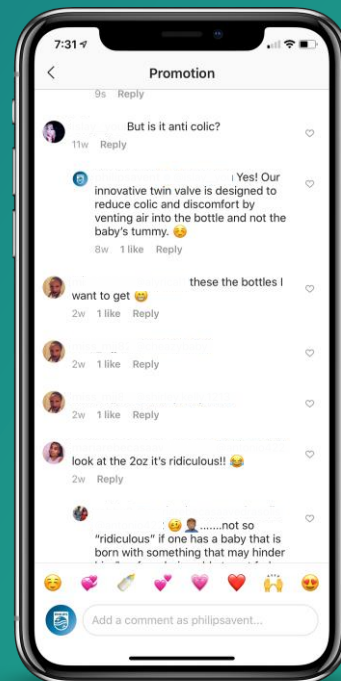
For Philips, **word-of-mouth (WOM) is key**, which is why fostering our community of Philips advocates is so crucial.

Through listening, we can track where our audience is mentioning Philips and connect with them to help deepen our relationship.

We seek opportunities to engage with our consumers and respond directly to product-related customer feedback with the help of the Philips team.



Example of CM response for Avent



Example of Philips social care team response for Avent

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Our Community Management Goals

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Our Community Management Goals

Our consumer promise

"To pro-actively seize opportunities to interact and engage with our consumers on their preferred channels in a meaningful and encouraging way, to build connections with individuals, share Philips trustworthy expertise, and creation of a safe and non-judgmental online space to add value to consumers' daily lives"

Our business metrics

1. Brand preference	4. Increase CLV (Customer Lifetime Value)
2. NPS (Net Promoter Score)	5. Number of quality and quantitative interactions
3. Increase brand advocacy (Engagement levels)	6. Consumer data
7. Increase SSOV (Social Share of Voice)	



Our Role within Communities

How we drive our goals

Connect

Connect with the audience by sharing the Philips values as a brand and responding in a proactive and empathetic way.

Drives **Trust**

Create

Respond to our followers by **creating** unique and ownable Philips' experiences whether they be helpful, friendly, or inspiring.

Drives **Engagement**

Activate

Drive **action** with our followers by sharing tools and programs that impact followers in meaningful ways.

Drives **Loyalty**

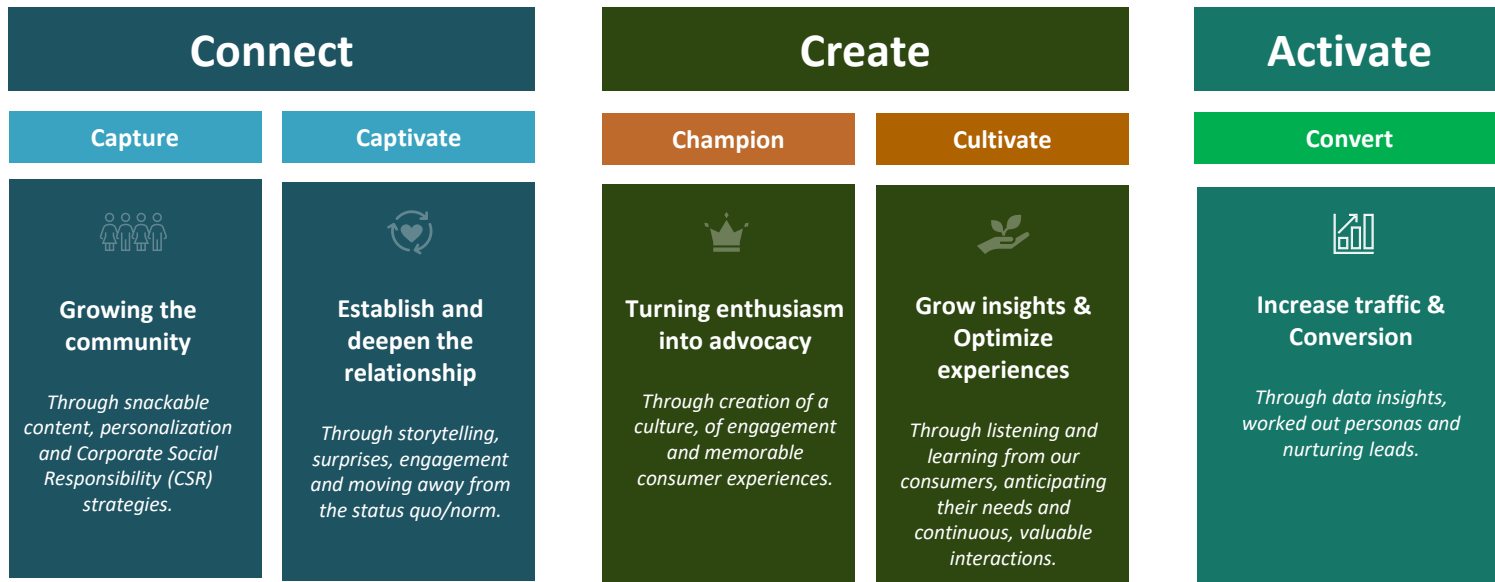
**Phillips wants to become a leader
within communities where people
engage around health and
wellbeing.**



2. How – Our operating model, governance & processes

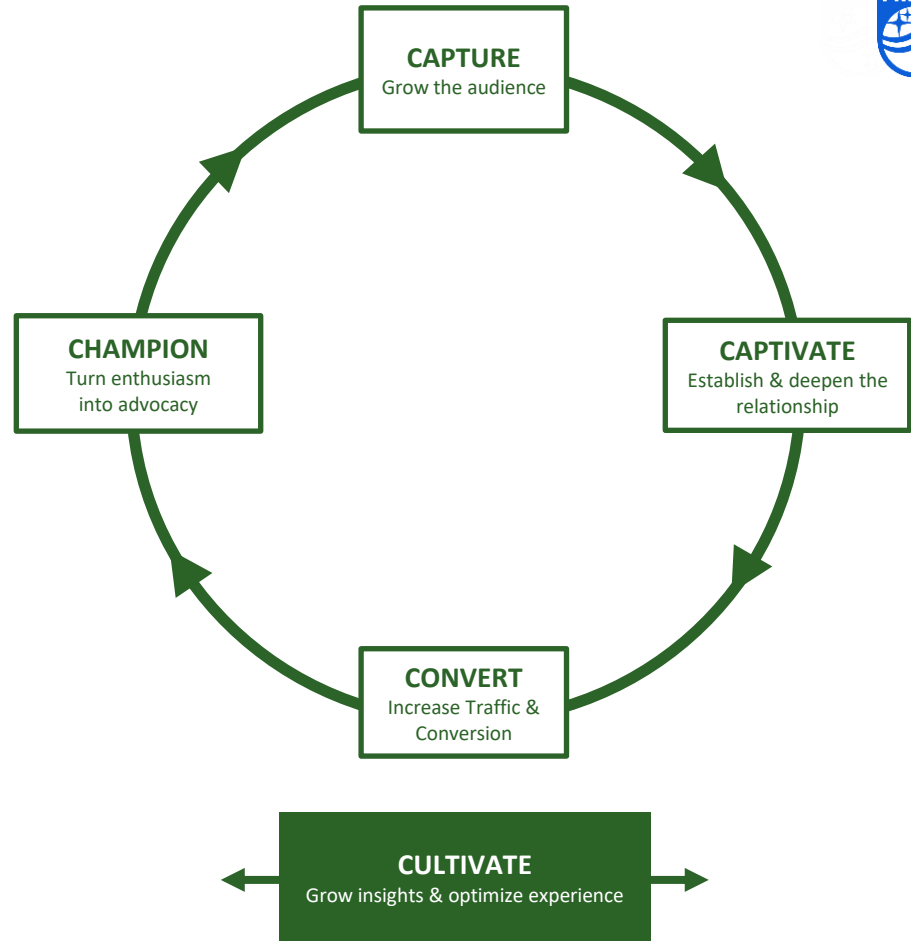
- Community Management Activities
- Operating Model: Newsroom
- Newsroom Functions: Strategy, Creation, Management
- Global vs Local

Our Community Management approach is defined by our strategic role within communities.

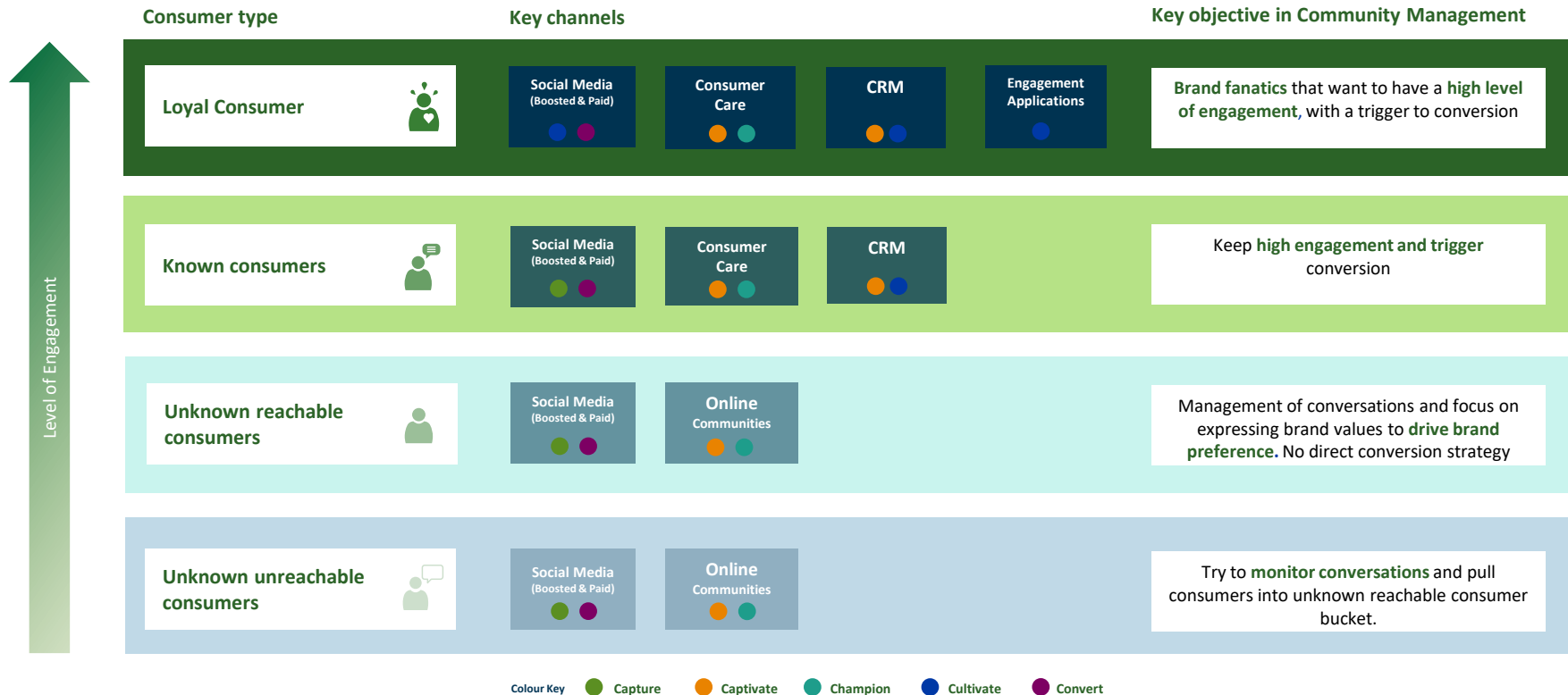




This approach applies the **5C model**, which ensures we are adding value and making an impact within communities of interest.



This approach will be driven through various channels, each serving a distinctive purpose in our strategy



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Community Management Activities

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There are four types of community management activities:



1. Monitoring

Listening in on and tracking conversations that relate to Philips.



2. Engaging

Keeping conversations alive and proactively engaging w/ customers.



3. Moderating

Weeding out comments that don't add value; addressing complaints.



4. Measuring

Analyzing how Philips is perceived and getting real, unfiltered feedback.

1. Monitoring:

listening in on and tracking conversations that relate to Philips.

Monitoring is the process of identifying, tracking, and responding to individual brand mentions on social media, blogs, websites, review sites, and forums to learn what people are saying about Philips, products, and competitors online.

Listening is collecting data from those mentions and broader customer conversations and pulling insights from them to make better decisions for customers. One might call it, “reading the room.”

Responding to mentions individually is effective monitoring, but if Philips pulls back the scope and sees that many other customers have similar questions, they can suggest product or marketing changes within the company to improve the customer experience going forward. That’s accomplished through social listening. Both monitoring and listening are imperative to building and nurturing digital communities.



2. Engaging:

keeping conversations alive and proactively engaging with customers, prospects, and influencers.

Our world has never been more connected, and this affects how people see themselves in it. Eager to be more involved in shaping their communities in real life and online, consumers have been turning to digital platforms to connect and move forward together. To make the most of communities' collective intelligence and allocate time and resources in a more efficient and sustainable way, one must maximize the way they engage with users within digital platforms.

While many brands engage online with users and followers as a customer service experience, it's also an important way to create deeper connections and drive brand advocacy.



3. Moderating:

weeding out comments and conversations that don't add value; troubleshooting customer complaints.

Content moderation is vital to any online engagement – from the automated moderation of inappropriate content to sanctioning “grey areas” that require human intervention. Effective content moderation buoys robust – and reflective – considerations on important public issues and facilitates participants willingness to get online and join in conversations that impact their lives. It also ensures a sense of accessibility and inclusion from a brand.

These four key components set the groundwork for successful content moderation:

1. **Set the rules of the road:** Establish, publish, and moderate to enforce guidelines.
2. **Have a dedicated person moderating content.** Software tools can help with speed, volume, quality and insight, but these tools should be used to support people making judgments - not to replace the human factor.
3. **Engage proactively to set story, tone, and context.** Feature the type of content and conversation that fits the culture and behavior you want to stimulate.
4. **You must also have a clear set of sanctions for breaching the moderation rules.**



4. Measuring:

analyzing how Philips is perceived and getting real, unfiltered feedback.

What gets measured, gets managed.

This also applies to online communities, so the metrics associated with building community needs to be clearly laid out. That way there is clear accountability on the team working on the community and the effort is tied to the ultimate business goals.

Most metrics for a customer community can be categorized into the following three sections:

- Effectiveness of the user-generated content
- The health of the community
- Impact of the community on the organization's goals

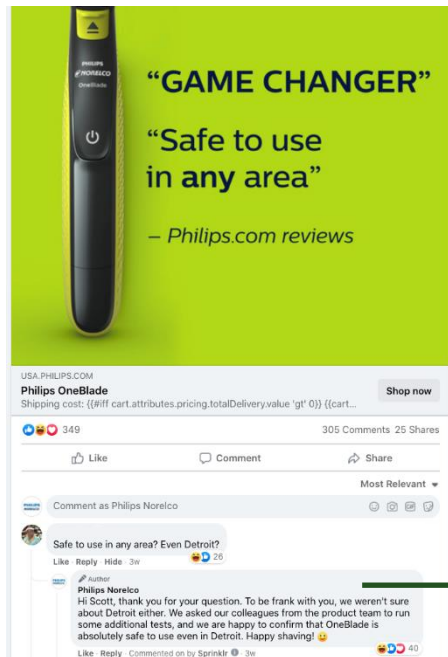
The traction that Philips content generates, and the vitality of the community should ultimately impact the larger business goals, thus achieving the primary purpose of branded communities.



Examples

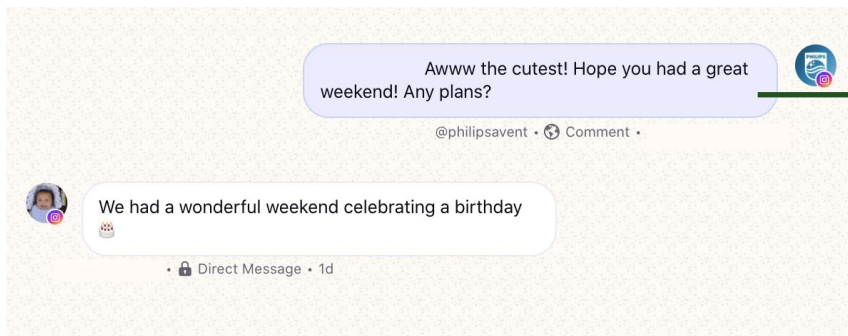


1. Monitoring



Responding to mentions
Individually is effective
Monitoring.

2. Engaging

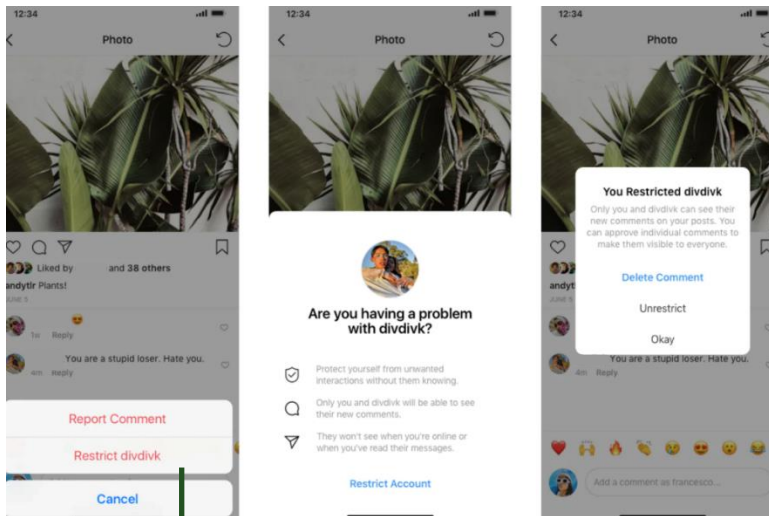


Keeping the
conversation alive and
proactively engaging
with customers.

Examples

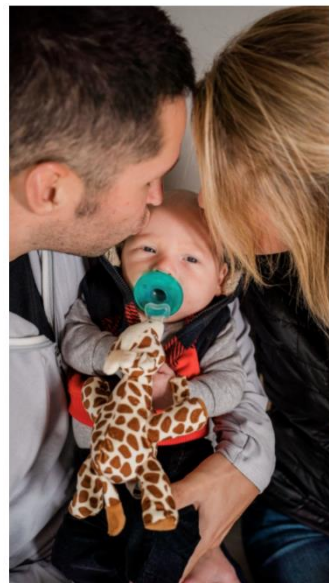


3. Moderating



Weeding out comments that don't add value through automated tools and/or human intervention.

4. Measuring



Effectively using UGC (user generated content) contributes to the vitality of the community and ultimately impacts business goals.

Our little one Hank could not make it through our holiday photo shoot without his giraffe 🦒 You have our permission to use on social media if you would like! Had to share! 🦒

• Direct Message • 4d

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Operating Model: Newsroom

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The Newsroom Model is the engine that helps keep Philips moving at the speed of culture through all channels within our ecosystem

By implementing the Newsroom model, we increase **understanding, interaction and relevancy with consumers** while keeping a pulse on impactful moments.

By leveraging channels within our ecosystem, such as our CRM platform, engagement applications, social and consumer care, we'll **analyze and monitor all conversations about Philips in real-time** to better support each channel.

It's an **agile mentality that seeps into everything we do.**

Since recognizing and ideating on moments is our goal, stand-up meetings should happen every day to discuss opportunities for interaction.

These meetings should include: Community Managers, Digital Media Managers, Content Managers, and anyone else who wants to be part of the conversation.



Newsroom



WHY

The Philips Newsroom aims to increase our understanding, interaction and relevance with our customers to better connect to communities, nurture and grow.

WHAT

The Philips Newsroom enables a digital planning, delivery, amplification and engagement model and support for central teams and markets.

HOW

The Philips Newsroom connects those with a deep community management expertise and skillset and enables them to work together to enhance their skills, whilst working in an integrated manner across the business.

Newsroom

Why – The opportunity with Newsroom

The Newsroom model takes our value in communities to the next level.

Connect



Speak to real consumers and get involved in the topics they are interested in to obtain real-time insights

Create



Understand what real consumers care about and the real impact of our products and purpose initiatives

Activate



In the battle for attention, unmissable brands win by standing out in culture and driving action.

Newsroom

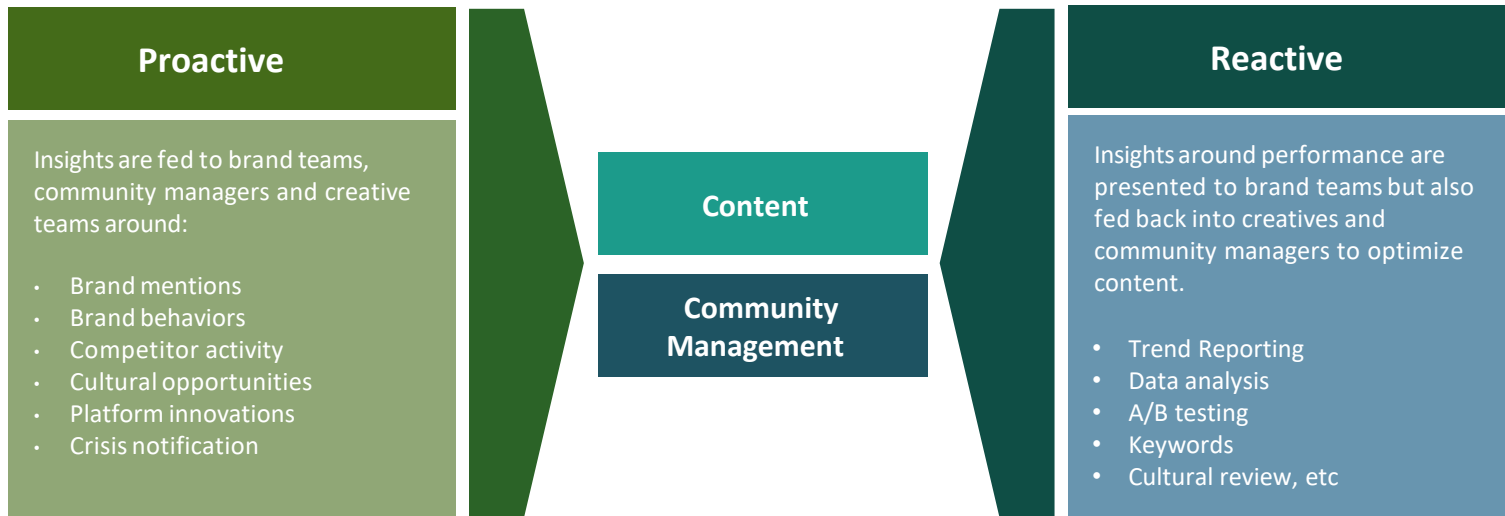
What - Inputs & outputs



Newsroom

What - Inputs & outputs

The identification of proactive and reactive moments allows us to feed into larger conversations and understand where the Philips overall content strategy can start to evolve from



Newsroom

How – Set-up example



*Dedication of agency resources dependent on local context. A balance between Strategy, Creative & Management functions is advised even if not at full dedication.

Newsroom

How – North Star

From	Pillar operational set-up*	To
Ad hoc	Insights	Coordinated and community centric
Siloed	Planning	Integrated
Shared resources	Creation	Dedicated Expert
Different sources / room for interpretation	Governance	Clear process and one source of truth
Reactive	Capabilities	Proactive and agile
Fragmented	Management	Holistic
Scattered	Measurement	End-2-End full consumer journey

Newsroom

How – North Star



Pillar operational set-up	Elements	Definition	Status Quo	North Star
Insights	Social listening (audience, brand, culture), trigger identification, media monitoring, trend watching, brand and business insight generation.	Identify challenges and opportunities in real-time.	Siloed approach leading to gaps putting metrics and observations into context. No ongoing listening capability, no trigger identification, no trend watching.	Adopt a real-time Newsroom mentality, with a daily rhythm. Full monitoring and insights cycle to boost brand and business.
Planning	Strategy, audience planning, media planning, channel planning, content planning, influencer planning, volume planning.	Ensures we reach and engage the right people, with the right messaging, at the right time, in the right place.	No unified source of truth, different strategies in place, initiatives not led by an integrated team of Brand, Comms and Marketing, lack of integrated guidance for markets and no E2E view.	E2E premium and scalable experiences that rise above the category. Continuously adapting to emerging trends and technologies to deepen the relationship with our audiences, users, and partners.
Creation	Content guidelines/ frameworks/checklists/scorecards, creation, format & template development, personality and tone of voice.	Maximizes the potential of our digital footprint, sharing our stories to generate the most impact. Relevancy is key.	Basic frameworks and guidelines are in place; however, they leave room for interpretation in execution leading to a lack of consistency.	Holistic and collaborative approach to content creation that empowers internal teams and external advocates.
Governance	RACI, Content approval flow, Channel activation approval flow, Social media guidelines, digital guidelines, reputation management, communication and (crisis) prevention, legal checks.	Minimizing the risks to our organisation, and brand reputation and appropriately managing them.	RACI and processes oftentimes not clear to people who own them/are responsible. Experts in the field, but E2E links are missing.	Clear governance that supports agility and speed. RACI and decision trees on central and local levels.
Capabilities	Knowledge sharing, (technical) capability building, tooling training, ways of working, processes, roles, scopes.	Developing capabilities, support knowledge sharing, and secure maturity growth.	Good baseline in tooling adoption and knowledge in all markets/global level.	Expert capabilities in market supported by regional CEO's. Clear onboarding program, and capability development programs developed in co-creation with our partners.
Management	Project, channel-, content-, community-, influencer management and activation, webcare and webdare.	Daily responsibility to establish, and grow connections with our audiences, users, and communities.	All markets approach management activities in silos.	Smart automation combined with proactive activities that boost advocacy and strengthen the relationship with our communities, users, and brand advocates.
Measurement	Performance reporting, measurement frameworks, KPI setting, dashboarding.	Ensuring we make the important measurable, and evaluate our performance on an ongoing basis in order to grow.	Good baseline on metrics and KPI frameworks globally.	Dashboarding structure to track overarching goals and KPI's in real-time. Learning Measurement Framework (LMF) in place.

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Newsroom Functions

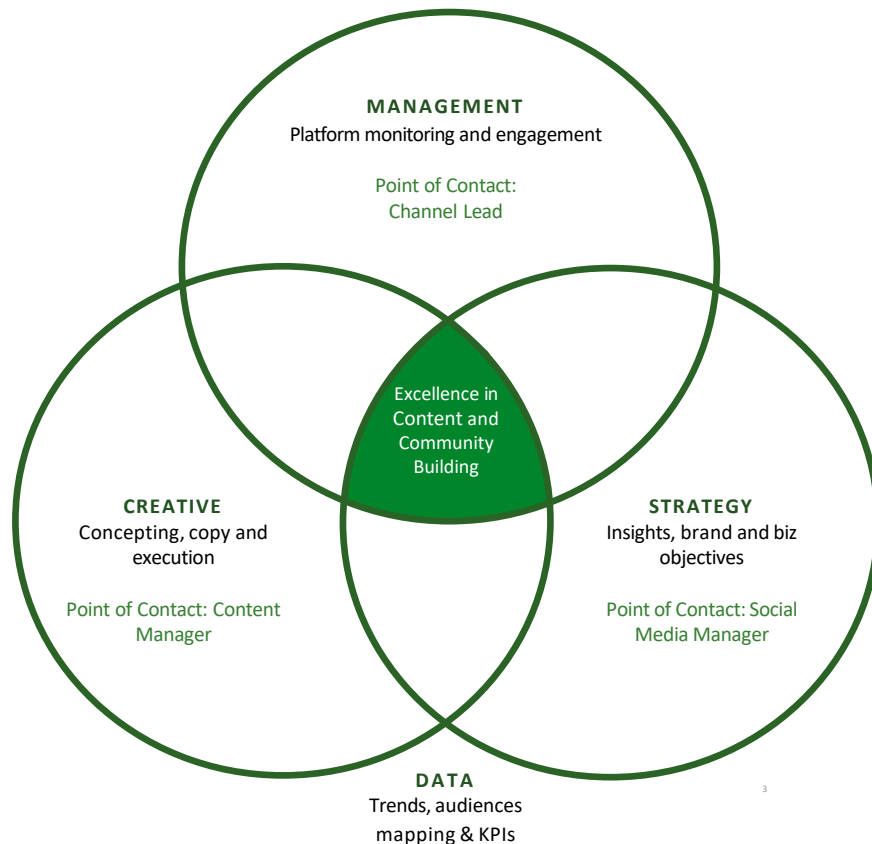
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How do we achieve excellence in Content + Community building?

With the Newsroom Model, we're leaving behind any thinking built solely around the rigid, brand-oriented campaign model, and instead adopting the defining characteristics of the real-time, data-driven newsroom (prolific, agile and audience-centric).

Strategy, Creative, and Management are integrated and all underpinned by data which are needed to bring a strong process to life.

Although each function has a set group of people who are primarily responsible for ensuring it runs optimally, the overall chapter team will actively participate in the various functions as and when needed.



Strategy



The Strategy & Intel defines the direction, and route to getting there. **This function is where all insights are collected, aggregated and analyzed for triggers and ongoing intel** about audiences, brands and culture. It's this function's responsibility to not only identify insights and triggers but provide ongoing optimization recommendations for content and media performance and complete reports and performance analysis. Strategy makes intel actionable by connecting audience needs, cultural trends with brand & business objectives and identifying the right opportunities. Strategy is responsible for developing long-term frameworks and ongoing optimization recommendations for social, CRM, engagement apps, influencers and consumer care. **The always-on mode of this function is responsible for spotting triggers and developing open briefs based on all triggers identified.**

Resources	Deliverables	KPI's
<ul style="list-style-type: none">• Engagement Strategist (Philips)• Social Strategist (partner)• Channel Manager (Philips)• Activation Manager (Philips)	<ul style="list-style-type: none">• Dashboard, tools and partnership management• Real-time monitoring and identification of triggers• Brand scorecard (to qualify and evaluate triggers)• Social performance tracking & reporting (campaign/activation)• Trend updates & recommendations• Identification of influencers and brand advocates• Strategy development and optimization• Ongoing content and media planning• Lead Generation• Playbooks	<ul style="list-style-type: none">• Number of triggers identified through data analysis• Number of actionable insights uncovered• Increase in efficiency and effectiveness of media and content from data analysis and optimization• Number of ad-hoc reports delivered• Number of open briefs developed• Mean time between trigger to open brief• Effectiveness of strategies (compared to historic performance)

Creative



The Creative function is our in-house content and production team. As triggers and open briefs are identified as actionable, it will be **the responsibility of this function to manage the workflow end-to-end until delivery**. This function is dedicated to creating campaigns, collateral and real-time content based on triggers and open briefs. **The function is also responsible for creating brand narratives based on key marketing messages and brand platforms.** They work closely with strategy and media to ensure creative effectiveness and can scale up based on the magnitude or activation requirements by unlocking additional creative and specialized agency and freelance resources i.e. motion arts, creative director, animators, videographers, photographers and creative technologists.

Resources	Deliverables	KPI's
<ul style="list-style-type: none">• Engagement & Creative Director (Philips)• Content Manager (Philips + Partner)• Production Team (partner)• Video Editor• Motion Graphic Designer• Producer	<ul style="list-style-type: none">• Creative concepts• Assets across all channels (social, CRM, influencer, campaigns, engagement apps)• Brand narratives• Content themes• Content formats• Style guides	<ul style="list-style-type: none">• Content performance metrics (both organic and paid)• Speed of real-time content creation (in response to live triggers)• Number of creative assets produced• Stakeholder satisfaction with creative output• Uptick in content engagement rates

Management

The Management function is designed to execute all creative and maximize the potential to connect to culture and Philips communities. **They are in the trenches every day, making sure everything is under control and content is seen by the right people, at the right time, on all channels.** Everything from project management, community management, influencer management, engagement and reporting were in the trenches, every day, to ensure we are performing to the best of our ability. On top of that, **they are our eyes and ears in the communities, identifying opportunities to make impact in real-time.** This function is the front line to our customers and will also play a critical role in identifying and building relationships with key influencers.

Resources	Deliverables	KPI's
<ul style="list-style-type: none"> Content Manager (Philips) Care/Community Manager (Partner) Influencer Manager Media Manager Channel Manager (Care, Apps, CRM, Social, Communities) 	<ul style="list-style-type: none"> Weekly report on cross business needs/priorities. Best practice and knowledge sharing Execution of the developed strategies Identify triggers (as a by-product of daily engagements) Daily management of conversations across platforms Alignment with business units and other internal stakeholders Content calendar and asset management Influencer identification, engagement and brand advocacy management Scheduling, publishing and activation of content Distribution of strategy and asset packs 	<ul style="list-style-type: none"> Content performance metrics (both organic and paid) Speed of real-time content creation (in response to live triggers) Stakeholder satisfaction with creative output Response timeframes Number of triggers identified via the community and live dashboards Timeliness of content distribution (from asset handover) Number of influencers identified Number of healthy influencer relationships developed

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Newsroom Process

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Newsroom Production cycles

Newsroom production cycles enable a digital delivery model optimized for agility, speed and relevancy.

The central hub produces content in 3 cycles that run independently from each other:

- Newsroom Cycle – producing real-time stories
- Always-on Cycle – producing timely stories
- Campaign Cycle – producing timeless stories

Both cycles follow the operating model of the central hub but they follow a different pace:

- Newsroom Cycle = Daily
- Always-On Cycle = Weekly
- Campaign Cycle = Monthly

Newsroom Cycle	
Input	Output
<p>Input are <u>Triggers</u>.</p> <p>What happened over the last 24-hours that we can create relevant and credible stories around?</p>	<p>Agile digital content produced in real-time, published on the platform where the story is trending and amplified with media to support virality. Distributed and made available to markets when relevant.</p>

Always-on Cycle	
Input	Output
<p>Input are <u>Key Messages</u>.</p> <p>What relevance can we bring to our communities that keeps them coming back for more?</p>	<p>Pre-produced digital content based on new or existing formats/templates, distributed via the social content library creating economies of scale, published & amplified by central and markets.</p>

Campaign Cycle	
Input	Output
<p>Input are <u>Campaigns</u>.</p> <p>What bigger tent-pole events are planned that we want to activate within our communities in a relevant way.</p>	<p>Planned digital activations specifically developed to reach and engage audiences at scale, published & amplified by central and markets.</p>

Newsroom

Process flow

Process flow to ensure a **customer centric E2E experience**

The actual steps of the E-2-E process differ per asset/campaign that is being developed.

- Sometimes it's a **proactive** response to an influencer post that just arises spontaneously and is immediately developed that **day**.
- Another time it's a **weekly** giveaway that is planned weeks in advance and always activated on a **Tuesday**.
- Or it can be a **campaign** that has been planned for **months** in advance.

Whatever the asset may be, the process always follows the same flow. **Starting from a customer insight and ending with a customer insight.**



E2E Customer Centric Loop

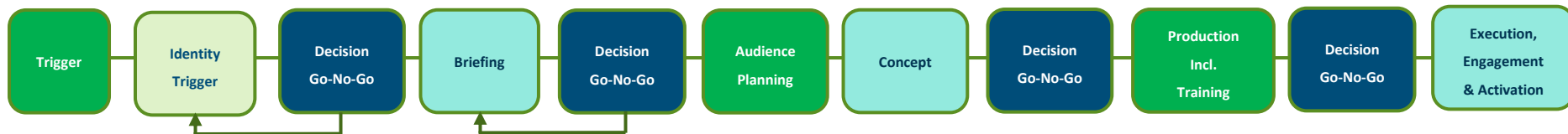
Newsroom Process flow & best in class engagement

Detailed outline of 3 different scenarios and flows, valid throughout all Philips Communication Touchpoints.
(excluding Crisis flow)

Unplanned, Unknown, Trending

Newsroom Flow (daily ad hoc)

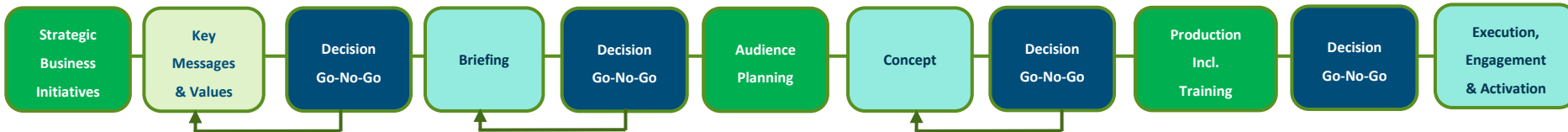
Day



Key Messages, Fixed Formats

Always-on Flow (weekly planned)

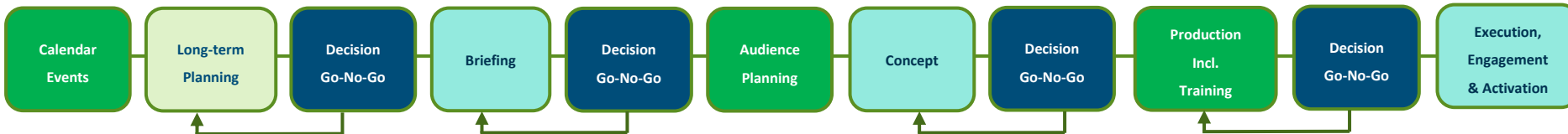
Week



Activation Plans

Campaign Flow (monthly planned)

Month



Newsroom

Process flow & best in class engagement



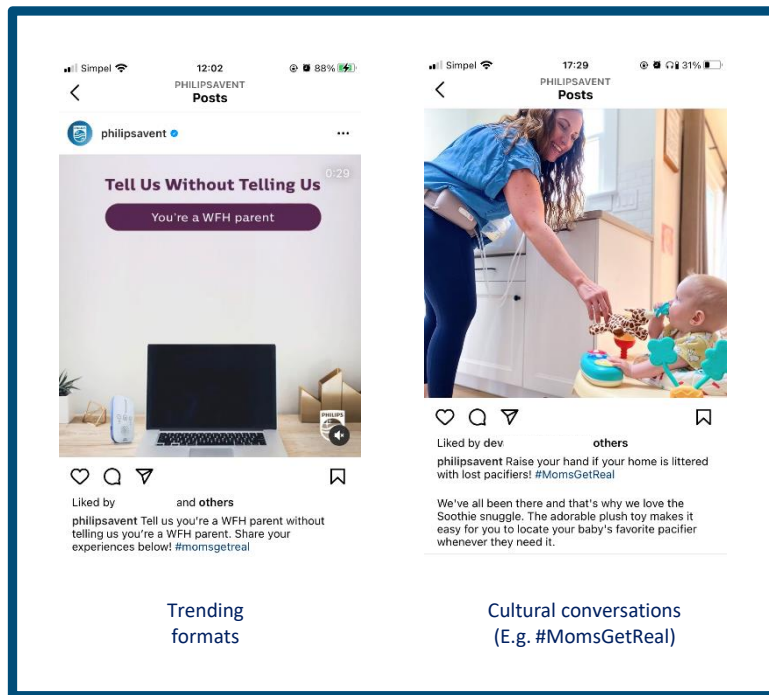
Detailed outline of 3 different scenarios and flows, valid throughout all Philips Communication Touchpoints.
(excluding Crisis flow)

Newsroom Flow (daily
ad hoc)

Examples

Always-on Flow
(weekly planned)

Campaign Flow
(monthly planned)



Newsroom

Process flow & best in class engagement



Detailed outline of 3 different scenarios and flows, valid throughout all Philips Communication Touchpoints.
(excluding Crisis flow)

Newsroom Flow (daily
ad hoc)

Always-on Flow
(weekly planned)

Examples

Campaign Flow
(monthly planned)



Relevant
calendar occasions
(E.g. Thanksgiving)



Relevant
calendar occasions
(E.g. Grandparents Day)

Newsroom

Process flow & best in class engagement



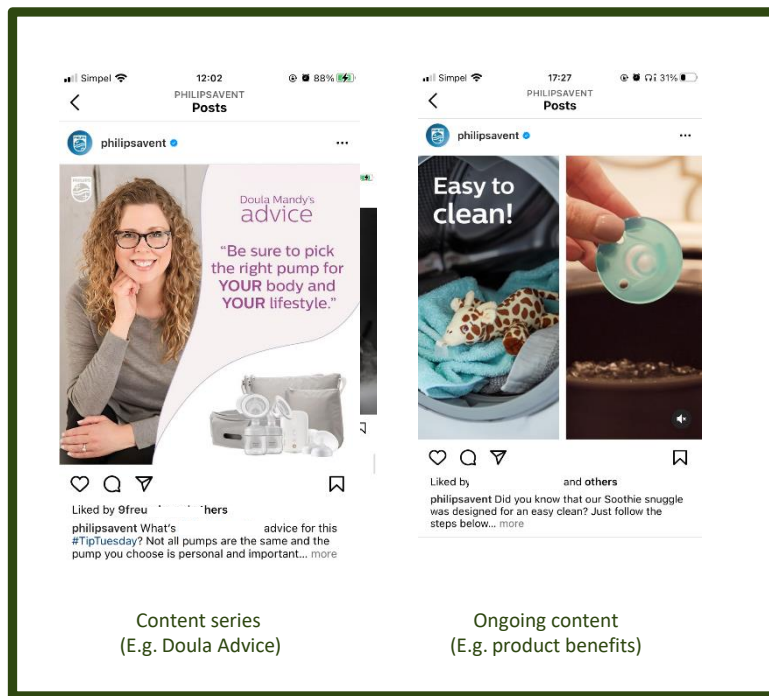
Detailed outline of 3 different scenarios and flows, valid throughout all Philips Communication Touchpoints.
(excluding Crisis flow)

Newsroom Flow (daily
ad hoc)

Always-on Flow
(weekly planned)

Campaign Flow
(monthly planned)

Examples





Newsroom Brand Scorecard

The newsroom uses a **Brand Scorecard** to assess the opportunity of each trigger they identify to speed decision-making and increase real-time relevancy.

Strategy	Brand Plan Match	<ul style="list-style-type: none">• Matches our brand strategy• Matches our campaign strategy and calendar• Feels cohesive with what people are seeing from us elsewhere
	Brand Angle	<ul style="list-style-type: none">• Makes people love the brand even more• Taps into conversations where Philips has credibility
Content	Audience Angle	<ul style="list-style-type: none">• Taps into interests of Philips consumers• Taps into behavior and social conversations amongst Philips consumers
	Creative Angle	<ul style="list-style-type: none">• Brings our message across directly so people know what's in it for them• Matches visual and design specs on both a brand and channel level
	Responsible Angle	<ul style="list-style-type: none">• Matches Philips tone of voice• Doesn't conflict with responsibility guidelines
	Channels	<ul style="list-style-type: none">• Content is tailored to specific social channel, not a copy/paste
Moderation	Positive Engagement	<ul style="list-style-type: none">• Aim for positive engagement• Know your lovers and haters and anticipate what turns them on and off
	Avoid Negative Sentiment	<ul style="list-style-type: none">• Focus your message on your lovers without feeding your haters• Expect questions and prepare answers upfront

Newsroom Brand Scorecard: Example

The Brand Scorecard seen in the previous page is exemplified below. The Philips Avent post shown here performs well on all the scorecard boxes, as it's aligned with our brand in terms of Strategy, Content and Moderation.



✓	• Matches our brand strategy
✓	• Matches our campaign strategy and calendar
✓	• Feels cohesive with what people are seeing from us elsewhere
✓	• Makes people love the brand even more
✓	• Taps into conversations where Philips has credibility
✓	• Taps into interests of Philips consumers
✓	• Taps into behavior and social conversations amongst Philips consumers
✓	• Brings our message across directly so people know what's in it for them
✓	• Matches visual and design specs on both a brand and channel level
✓	• Matches Philips tone of voice
✓	• Doesn't conflict with responsibility guidelines
✓	• Content is tailored to specific social channel, not a copy/paste
✓	• Aim for positive engagement
✓	• Know your lovers and haters and anticipate what turns them on and off
✓	• Focus your message on your lovers without feeding your haters
✓	• Expect questions and prepare answers upfront

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Global vs Local

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Centralized vs. decentralized:



how to test operational set-up and split roles and responsibilities across central and local teams

Central	Cluster	Decentral
<ul style="list-style-type: none"> Dashboard templates Best practice and knowledge sharing 	<ul style="list-style-type: none"> Insights & Analytics 	<ul style="list-style-type: none"> Real-time monitoring and identification of triggers Daily insights in social conversations / listening
<ul style="list-style-type: none"> Strategy development and optimization Trend updates & recommendations Briefing development Playbook development and optimization 	<ul style="list-style-type: none"> Strategy & Planning 	<ul style="list-style-type: none"> Adaption of centrally developed strategic plans Identification of influencers and brand advocates Awareness of local topics, triggers, political situation
<ul style="list-style-type: none"> Creative concepting Brand narrative/content theme development Content format development and optimization Asset development 	<ul style="list-style-type: none"> Creative Development & Design 	<ul style="list-style-type: none"> Adaption of centrally developed formats Localization of centrally supplied assets Local creation
<ul style="list-style-type: none"> Creative/asset/content development 	<ul style="list-style-type: none"> Production & Adaptation 	<ul style="list-style-type: none"> Localization
<ul style="list-style-type: none"> Platform/channel updates Distribution of strategy and toolkits 	<ul style="list-style-type: none"> Execution & Activation 	<ul style="list-style-type: none"> Strategy execution Compliance Channel maintenance
<ul style="list-style-type: none"> Framework development Template development Benchmark & KPI setting Performance tracking Reporting 	<ul style="list-style-type: none"> Measurement & Performance Tracking 	<ul style="list-style-type: none"> Goals and targets Performance optimization Reporting
<ul style="list-style-type: none"> Selection Configuration 	<ul style="list-style-type: none"> Tooling & Configuration 	<ul style="list-style-type: none"> Maintenance

**The right operating models allow us
to experiment, pilot and achieve our
goals with proactive and reactive
community management.**



3. What - Our CM strategy

- Our approach to communities
- Guiding Principles: curation, real-time moments and crisis management
- What success looks like

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Our approach to communities

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This is our approach to communities.



The best practices to follow for each of these activities.

Capture	Captivate	Champion	Cultivate	Convert
<p>To safely grow our audience:</p> <p>Set community rules and guidelines Ensuring the community is a consistent and accurate representation of our brand, community rules and guidelines for all members and contributors (including your team members who are managing the community) are advised.</p> <p>Check on your community regularly Don't launch & leave. No matter what type of community you manage, check on its members, the content being shared by your customers as well as your team. Ensure everything is running smoothly — that people are receiving the support they need, their questions are being answered, and they feel a sense of community.</p>	<p>To ensure we earn the privilege to start a relationship with them:</p> <p>Be authentic When your customers, fans, followers, and leads come to your community, they should immediately know it's yours based off of different factors like your branding and voice. And no matter the type of interaction, being genuine and human is crucial.</p> <p>Be human Your response doesn't need to be as professional as the post copy. Use emojis and gifs, add humor, and simply be personable. This will make your response stand out from the rest.</p> <p>Be positive Always remain positive. Celebrate creativity, innovation and effort, encourage those still learning. Never be mocking.</p>	<p>To encourage advocacy:</p> <p>Show appreciation Showing appreciation for your community members will help you build brand loyalty and trust between you and your members. A great way to do this is by acknowledging brand mentions and UGC. A community is built of equals and sharing or commenting on fan content is a brilliant way of making the brand more reachable.</p>	<p>To be in the know and stay relevant:</p> <p>Listen Listening is how you'll improve your community to the best of your ability. It also shows your audience and members you value their opinions, hear what they have to say, and care about their experiences within your community.</p> <p>Ask Questions Keep that conversation flowing, with a 'Yes, and then...' attitude.</p> <p>Explore new ways to engage your community To keep your community up to date, always explore new ways to engage your members, whether that's online or in person (depending on your type of community).</p> <p>Maintain your brand's voice at all times A consistent brand voice is a large part of what makes your community unique as well as ensures your community is identifiable to your members and audience.</p>	<p>To build brand preference:</p> <p>Collect data insights, work out personas and nurture leads The more you know about your audience, the more relevant the interactions with them will be. This will ultimately reflect in brand preference.</p>

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Curation Guidelines

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Curation Guidelines

Curation is a valuable part of community management as it helps to embed Philips within the community by sharing and reposting community content, rather than simply posting brand content.

It also adds texture and variation the social feeds. **Our curation guidelines help community managers understand which content should qualify for resharing.**

Guidelines should be developed further at a local level in collaboration with brand teams and their agencies, for example ensuring that local influencers who are contracted by Philips are given adequate attention.



WHO

Is this from a source that Philips should be affiliated with?

For example a credible influencer, a genuine fan, or a trusted media source. Community managers should undertake a quick hygiene check on the person's feed ensuring there is no offensive content or sentiment that is at odds with Philips brand values.

WHAT

Will it be integrated to our existing narrative & strategy?

User-generated content should reinforce & humanize existing brand conversations. It's also relevant to evaluate if content is somewhat in line to brand guidelines, using the Brand Scorecard.

WHY

Will this be interesting or useful to our community?

Content that is reposted by Philips should act to fuel the conversation rather than being a conversation dead end. It could be a humorous remark, something meaningful, informative or useful for the audience to see.

WHEN

Will it still be relevant at time of posting?

If the conversation is over or the comments are out of date then they will be of little interest to the community.

HOW

**Be positive, inspirational or funny.
Never dismissive or negative.**

All content that is shared must be done in good humor. Content should never be shared as an example of something that Philips disagrees with or does not support. Additionally, content that could attract negative sentiment such as posts supporting Pride or Black Lives Matter must be closely monitored so the author does not become a victim of trolling.

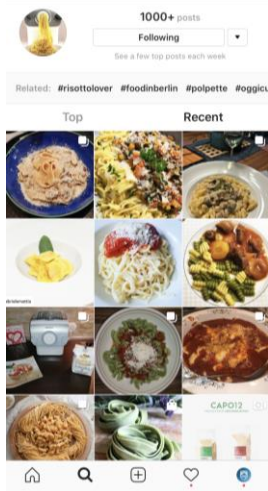


UGC (User-Generated Content)

UGC allows us to showcase how people are using our products and drive WOM among Philips brand advocates.



We search for UGC by following hashtags related to each product, competing hashtags, and profile tags. This is done through Sprinkr and through the Instagram app.



Search for content



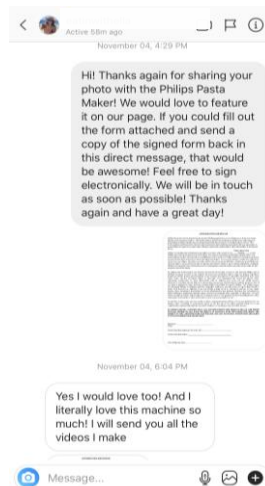
Once we identify content that matches with the aesthetic of our profile and is engaging, we comment on the post and ask the user to check their DMs.



Comment on content



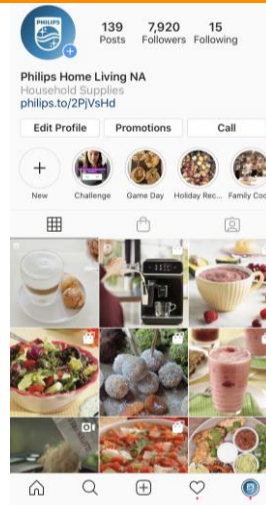
When we send messages to users, we ask them to fill out an authorization form that permits us to share on our channels.



DM user



Once form is signed, we add to a UGC bank and save for future integration into content calendars which is approved every month by Philips.



Add to content calendar

UGC branding

The default branding, for all social media, is to use the shield.

However, there are times in some UGC Social Media activations, where you may wish to maintain an 'element of perceived content independence'. In these rare occasions, do not use any Philips Brand element in the asset.

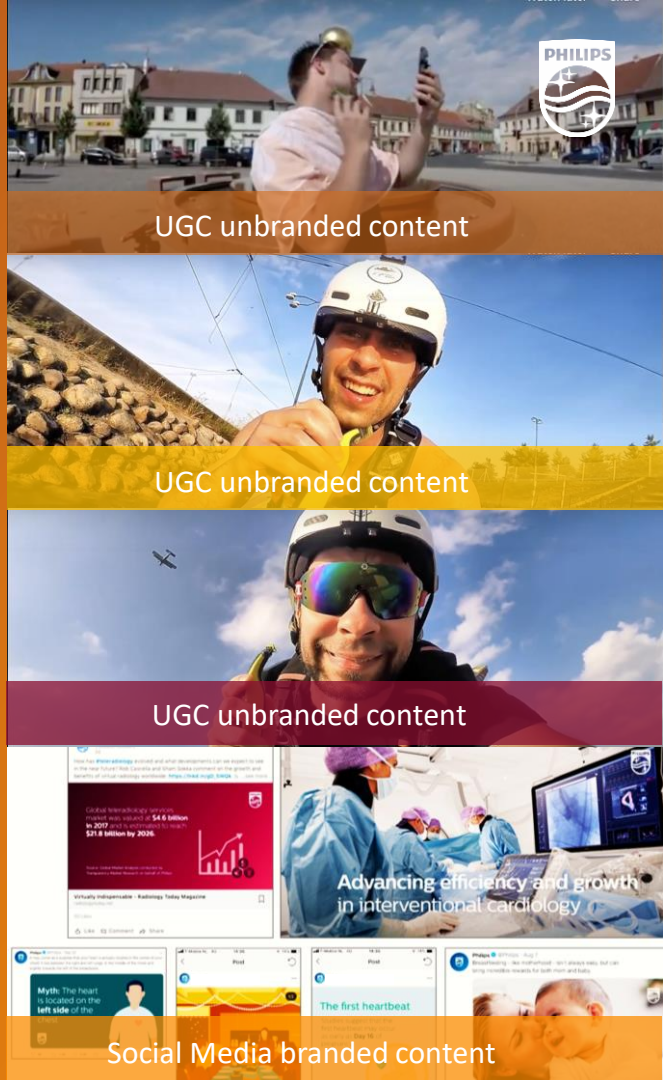
The non branding of UGC, is the choice of the Business.

Brand desk does not review unbranded UGC.

It is important to note: All legal usage rights requirements must be in place when an asset is posted* on a Philips domain – branded or unbranded (IP&S).

* This includes linked assets

Source: Influencer Playbook, 2020



Influencer

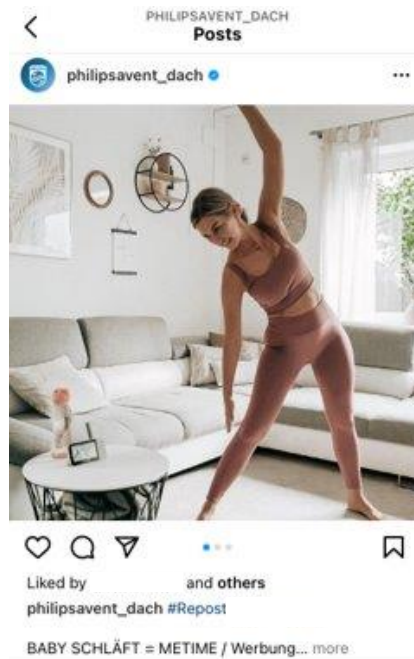


With influencer reposting, we take a two-pronged approach: engage in real-time and then save content for calendar moments.

[See Influencer Playbook for more details.](#)



When influencers post a story sequence content and tag our brand, we repost the story on the brand's channel within 24 hours. This content is pre-approved by Philips prior to the influencer posting.



When influencers post an in-feed post, we comment on the post, interact with their followers, and then save the post to be integrated into the content calendar for key calendar moments or in the following month.



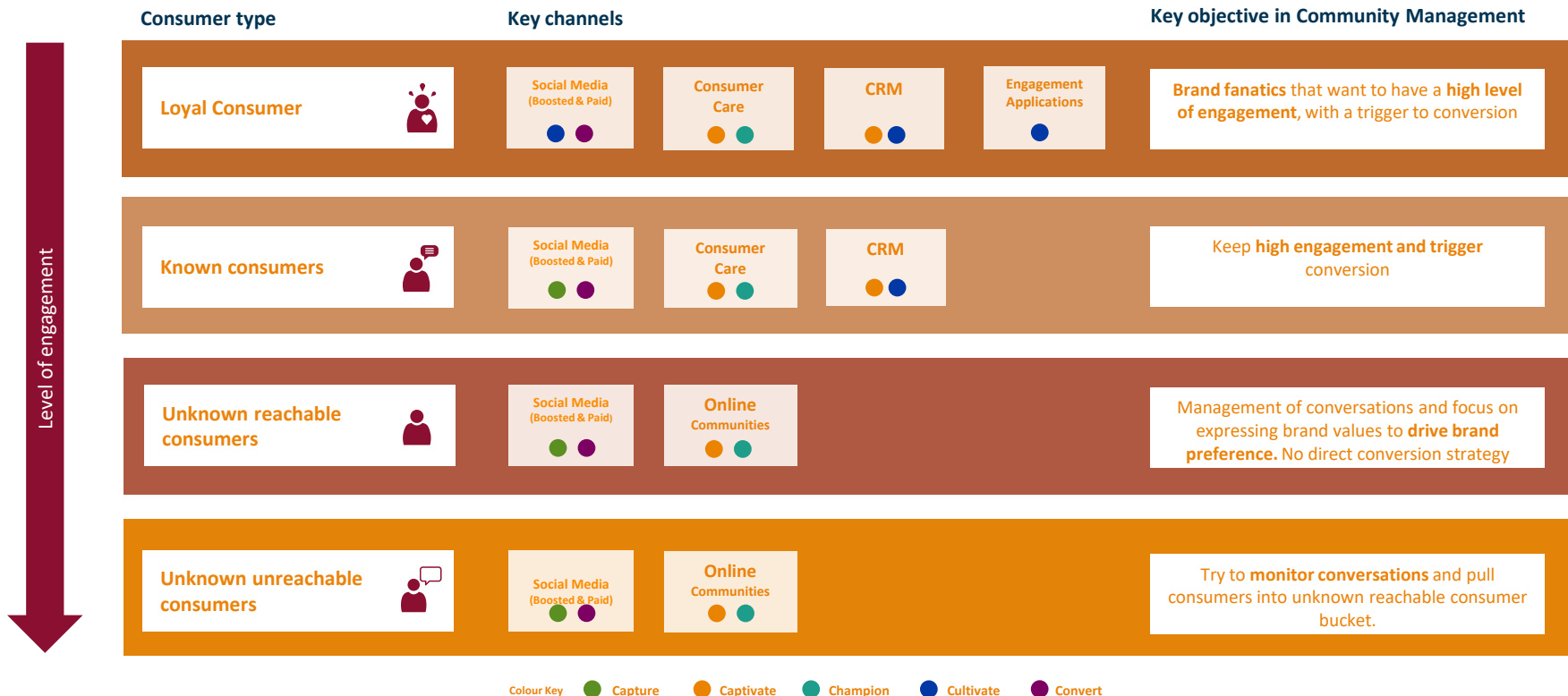
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Real-time Moments

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Real-time moments are a key opportunity to engage unknown consumers.





Real-time moments defined

Social Media & Online communities

A good strong, consistent brand voice and guardrails allows the team to respond to real-time moments with custom copy and creative ideas, fostering a deeper connection within communities.

- **Positive or Trending Moments**

When our brand/and or specific products are mentioned by influencers or trending for positive reasons, the brand has the opportunity to respond and tap into the moment.

- **Add-Value Moments**

Don't launch & leave. Consider leveraging a moment that is trending in which the brand could play into, but it does not specifically call out Philips and would not have a larger brand implication, such as #MondayMotivation or The Milkcrate Challenge. To be truly relevant, we must figure out how to add to the experience.

- **Brand Volley Request**

When a different brand asks us to participate in a moment that they are initiating and does not have larger brand implications, we recommend seizing the moment and responding appropriately.

- **Negative Mentions**

When the brand and/or specific products are called out by influencers or trending for negative reasons, the brand must be alerted for alignment. Often negative comments are an opportunity to right a wrong and further connect with our audiences.

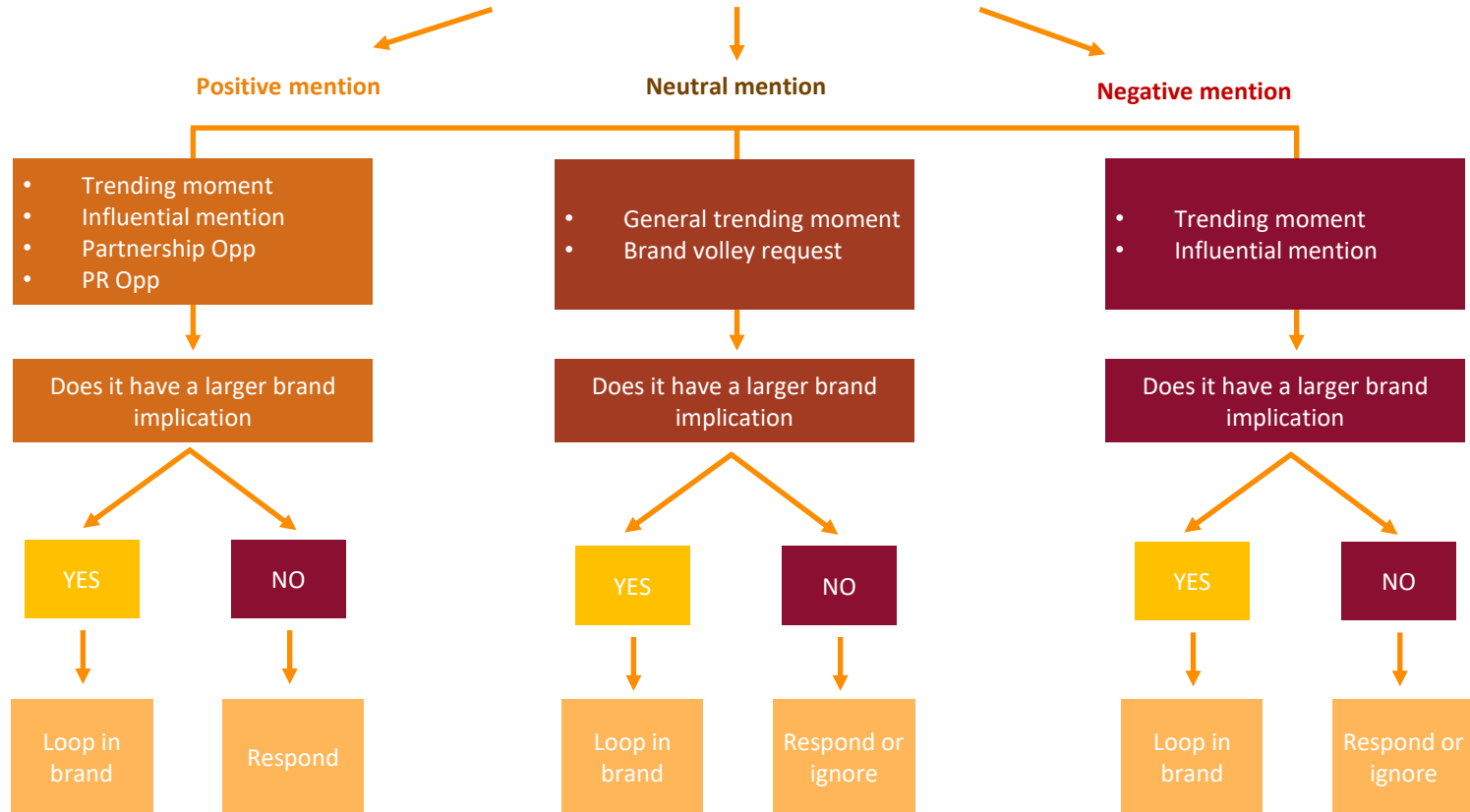
- **High-Threshold Influencer**

If an influencer has over 100k followers and has a credible background, the brand team should be alerted in order to craft an appropriate response that further builds a connection while also creating an opportunity for PR.

- **Crisis**

Should a crisis occur, community management team will work with the brand to create new guardrails should it be appropriate. For further information see slides within production cycle.

Real-Time Moments | Decision tree



Escalation Protocol

Risk Assessment

Every agent/individual that interacts with consumers globally needs to do the Philips complaint (safety) handling test to ensure compliance. For agents/ individuals to receive that training please reach out to your local Consumer Care and Engagement Manager.

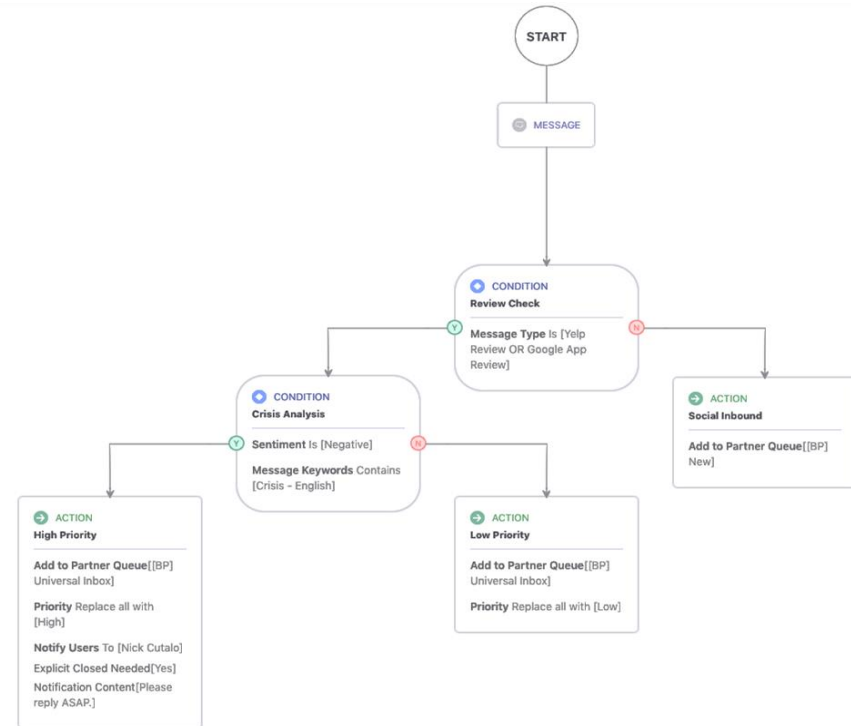
Only after the safety and complaint handling test has passed by all agents/individuals a go live is possible.

Additionally we use a traffic light system to identify the levels of severity for an issue:

- Green:** low-level issues - standard responses created to common issues, such as product questions, trouble shoots, etc. Freedom of HoK to engage with them according to the Philips ToV.
- Orange:** medium-level issues - questions where HoK needs support for local processes or additional knowledge that is not in their training around Philips and the Philips portfolio, such as 2nd line procedures, HR escalations, etc.
- Red:** high-level issues - health and safety issues and potential PR crisis. Immediate and appropriate action needed.
- Other (spam comments): delete or hide from page if comments are made publicly.

When a red event is identified, community managers will:

- Hide negative comments but don't delete
- Stop all scheduled posts and paid media
- Alert regional teams to stop replying to any comments (general or relating to the issue)
- Please also consult the Social Media House rules of Philips if applicable: <https://www.philips.com/a-w/about-philips/social-media.html/>



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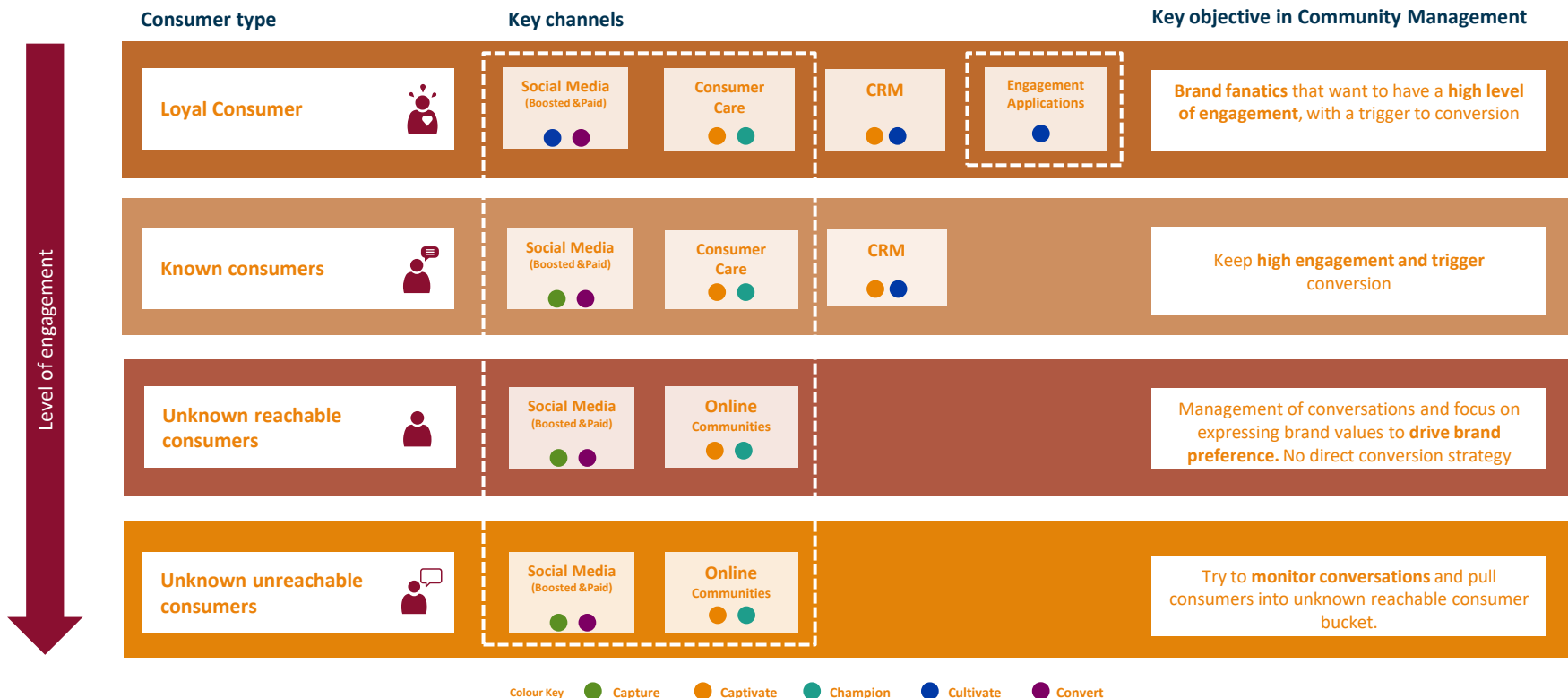
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Rules of Conduct and Crisis Management

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Rules of conduct and crisis management

apply to all channels in which there are two-way communications.



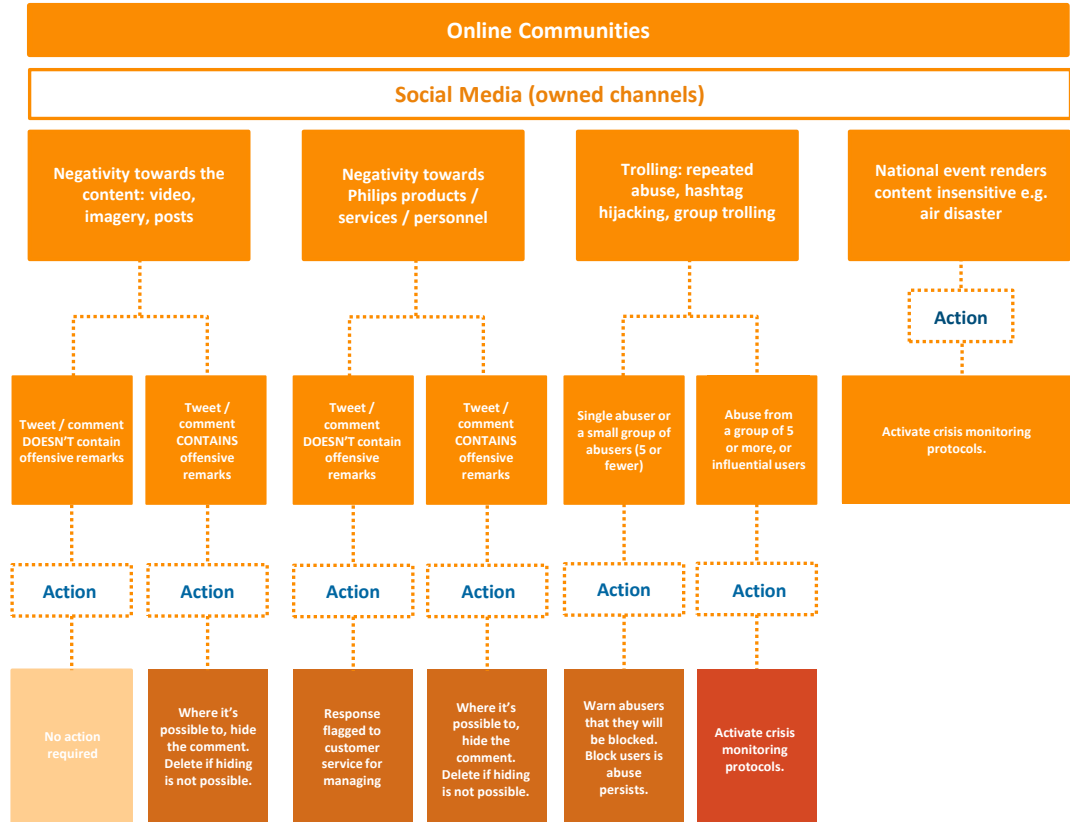
Rules of Conduct

To protect our community from trolling and offensive comments, we set rules of conduct - a list of behaviors that we will not accept from users, including:

- Abusive, violently graphic, defamatory or obscene
- Fraudulent, deceptive or misleading
- Promoting other social media channels, websites or content considered spam
- 'Flame-baiting' - in which the aim of the post is to start a fight

We utilize a decision tree to understand the best method to deal with these situations and to ensure our approach is consistent.

We recommend posting the rules of conduct on a web page and linking abusers through to this before they are blocked or banned.



Crisis Management

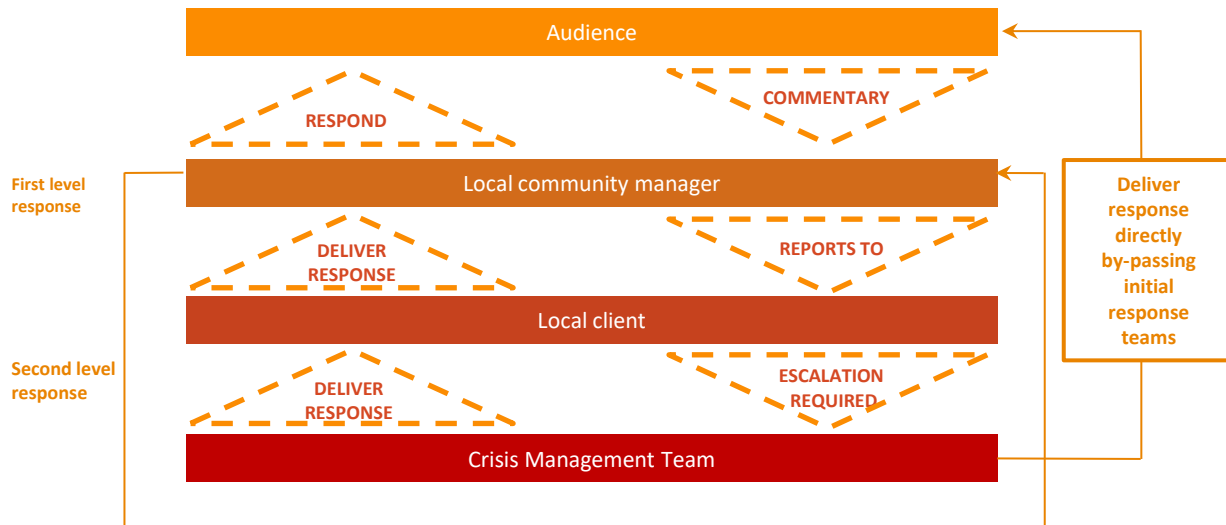
What may begin as a seemingly innocuous complaint, may be picked up by other users, spiral into a full storm and discovered by the media, potentially escalate into a media crisis. Unless planned and rehearsed, the shock of a crisis can create a delay in response that allows critics and the media to fill the gap with negative commentary and speculation, so it is essential escalation occurs quickly and in an agreed manner.

Philips needs a process to handle social media crisis situations. These situations include events that threaten Philips associates' well-being, safety or reputation, or Philips's properties, brands, reputation or operations in any manner. Our process uses the following steps:

The following process will be followed to ensure that the right people are alerted at the right times.

ONGOING:

- Monitoring and detection
- Escalation
- Risk Assessment
- Response and Management
- Resolution
- Recovery



Types of Crisis

Product or Service Issues: when a product potentially impacts the health of consumers.

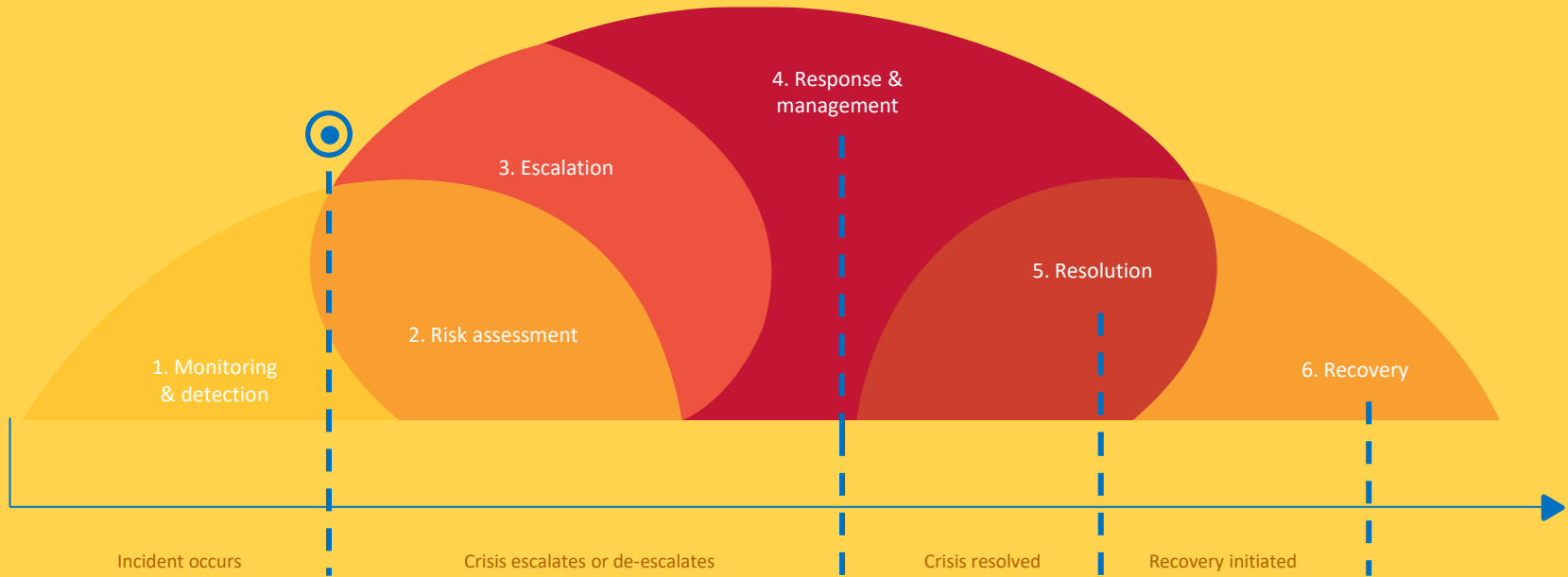
Personnel Issues (HR): when an employee or individual associated with the company is involved in unethical or illegal misconduct.

Organizational or Financial Crises and Scandals: situations where the company has filed for bankruptcy, has significantly wronged its consumers or employees, or there's a public disagreement amongst senior leadership.

Malevolent Attacks: acts like kidnapping company's officials, false rumors, hacking and extortion.

Accidents and Natural Disasters: if an accident happens at the company headquarters or if the company is located in an area exposed to extreme weather such as; hurricanes, tornados, etc. The COVID-19 pandemic is also an example of a natural crisis.

Crisis Lifecycle



Communication during crisis:

The primary concern in a crisis has to be public safety. A failure to address public safety intensifies the damage from a crisis. Reputation and financial concerns are considered after public safety has been remedied. Ultimately, crisis management is designed to protect an organization and its stakeholders from threats and/or reduce the impact felt by threats.

What Success Looks Like: Measurement and Reporting Framework

Using the S.P.A.C.E.S. model

We can define our community's business value.

All communities can derive value from at least one of the following objectives:

Support

Encourage users or customers to answer questions for others to improve satisfaction. It can take the form of a support forum (where people show up with product questions and the community answers it for them), an expert resource for users, or a knowledge base. Example: <https://community.withairbnb.com/t5/Community-Center/ct-p/community-center>

Product

Gather feedback and insight from users or customers to improve products and offering. Example: <https://www.lyft.com/hub/categories/driver+advisory+council>

Acquisition

Drive new customers and gain new followers through community experiences and brand advocates. If we can connect our advocates and give them tools to be successful, we can drive massive growth and customer loyalty. Example: <https://shop.lululemon.com/ambassadors/global-ambassadors>

Contribution

Increase successful contribution of content (UGC) to create a collaborative platform within the community. Example: <https://developers.google.com/community/gdg>

Engagement

Improve loyalty and retention through a group of people that share a common interest that's related to the brand. It gives people a common sense of identity and belonging, so if a brand is facilitating that sense of identity, members feel a stronger connection to the brand. Example: <https://www.nike.com/nrc-app>

Success

Connect users or customers to share best practices, driving product adoption. Success communities go beyond just fielding questions to actively drive increased customer lifetime value. Example: <https://www.producthunt.com>

How to put S.P.A.C.E.S model into action:

1

Use the model to get buy-in for your community by clearly articulating how and where community adds business value.

2

If you're starting out, just focus on one objective from the model. Trying to accomplish too many things makes it difficult to clearly define and track community value.

3

If you've mastered one area of the model, extend your influence. Many communities start with one area of S.P.A.C.E.S. and extend into other areas over time.

4

After you've defined which area of the model your community lives in, **identify the metrics you'll use based on your objective**. Your objective should determine the metrics you use to measure community, not the other way around. (See Measurement section for metrics)

5

Use your S.P.A.C.E.S. **objective to inform the overall strategy**; it's a great starting point when planning your community strategy for the year. Different areas may even require different strategies, platforms, and possibly a different team.

Types of responses

1. Engage and build community – Support, Contribution & Engagement

Where: Social Media & Online Communities (E.g.: Momspace).

2. Drive traffic and convert – Acquisition

Where: Social Media & Website.

3. Drive loyalty and cross/upsell - Product, Acquisition and Success

Where: Social Media, Online Communities, Website & Apps.



Responses | General guidance

Positive comments - When responding to positive comments, show excitement, share our audience's enthusiasm, and try to keep the conversation alive by asking questions or a follow-up.

Neutral comments - Whenever you encounter neutral comments, try to address them with our warm and caring tone of voice, bringing some positivity and possible ways to improve our customer experience with our Philips brand and/or products.




Negative comments - When addressing negative comments, be empathetic, helpful, and proactive to understand and troubleshoot the issue our customer is experiencing.

See next slides for examples.



Types of responses | Examples for Avent




1. Engage and build community

Positive Comment	Positive Comment Response	Neutral Comment	Neutral Comment Response	Negative Comment	Negative Comment Response
Philips Avent we really love your products, they have made life so much easier in our home!	Oh good! We're so glad you like them. What's your baby's favourite after-feeding activity?	Another day, another series of bottles to fill.	A parent's work is never done but always appreciated.	Feeding time? Yep, momma and baby are frustrated. #Avent	Oh no! DM us if you want tips. Every baby (and momma) are different!
My kids just love your products!	Happy kids are our #1 goal! Why do you think they like our products so much?	Can't wait until solid food. Until then, Avent.	We're glad we're helping with this stage. You got this!	Baby bottles have been around for how long and they still don't work? Ugh.	We're here to help. What problems are you running into?
Getting ready for Baby (xxxxx) to come, Thank you Philips Avent.	What an exciting time! Please, please, please let us know when they arrive.			My baby's going to be on solid food before I find a bottle that works.	Maybe ours could help. Tell us your feeding-time woes and we might have some helpful tips.
Philips Avent is such a great brand!	We're only as good as the parents who helped us make our products better. Know of any improvements we can make?				
					



Types of responses | Examples for Avent




2. Drive traffic and convert

Positive Comment	Positive Comment Response	Neutral Comment	Neutral Comment Response	Negative Comment	Negative Comment Response
Philips Avent we really love your products, they have made life so much easier in our home!	So glad you love them! Have you check out our website? A number of products are on there that might not be in your local stores	Another day, another series of bottles to fill.	We might have something to help with that. Check out this site: LINK	Feeding time? Yep, momma and baby are frustrated. #Avent	We have some tips on our website that might help: LINK
My kids just love your products!	That's fantastic! Have you seen the latest on our site?	Can't wait until solid food. Until then, Avent.	Have you tried PRODUCT X? You can find it here: LINK	Baby bottles have been around for how long and they still don't work? Ugh.	Sorry you're having trouble! Is there anything we could do to help? Try these tips: LINK
Getting ready for Baby (xxxxx) To Come, Thank you Philips Avent.	What an amazing time! Be sure you have everything you need before the big day.			My baby's going to be on solid food before I find a bottle that works.	That's a totally common problem. Have you tried these tips?
Philips Avent is such a great brand!	*Flips hair* Thank you! Have you seen all our products? There might be a few you don't know you love yet.				
					



Types of responses | Examples for Avent







3. Drive loyalty and cross/upsell

Positive Comment	Positive Comment Response	Neutral Comment	Neutral Comment Response	Negative Comment	Negative Comment Response
Philips Avent we really love your products, they have made life so much easier in our home!	That is our one and only goal: Make life easier! Hope we keep helping.	Another day, another series of bottles to fill.	You got this! Have you tried PRODUCT? It might help.	Feeding time? Yep, momma and baby are frustrated. #Avent	Sorry to hear that! Maybe there's some way we can help. What's going on?
My kids just love your products!	And we love your kids! DM us and we might be able to get a few more Avent products in their hands.	Can't wait until solid food. Until then, Avent.	We're glad we're here for the beginning! Which products are you using? We might have tips to help.	Baby bottles have been around for how long and they still don't work? Ugh.	Our goal is to help people just like you. Tell us what's going on and maybe we can help.
Getting ready for Baby (xxxxx) To Come, Thank you Philips Avent.	So exciting! Let us know when XXXX arrives. (We might have a little gift for them.)			My baby's going to be on solid food before I find a bottle that works.	Each baby is different. Have you tried our products?
Philips Avent is such a great brand!	And you're a great mom! DM us your Wishlist and we'll see what we can do.				
					

Key KPIs and Success Metrics

The Philips Channel and Content Strategy works with Engagement KPI framework leveling up to 6 main objectives.

Different and platform/touchpoint specific metrics are measured that feed into the overall KPI:

Support	Product	Acquisition	Contribution	Engagement	Success
<p>KPIS</p> <ul style="list-style-type: none">• Active users• Engagement rate• Brand sentiment• Case deflection• Engagement time spent• Personalized experiences 	<p>KPIS</p> <ul style="list-style-type: none">• Brand Sentiment• Reviews• Product Mentions 	<p>KPIS</p> <ul style="list-style-type: none">• Link clicks• Time on age• New customers• New members• Landing pages• Early access• Loyalty points 	<p>KPIS</p> <ul style="list-style-type: none">• User Generate Content• Mentions• Reviews 	<p>KPIS</p> <ul style="list-style-type: none">• 2-way dialogue between brand and consumer• Personalized experience/dashboards• Active Users• Engagement Rate 	<p>KPIS</p> <ul style="list-style-type: none">• Active users• New members• Special offers• Net Promoter Score• Vouchers• Support of special causes• Payment programs 

Key KPIs and Success Metrics

Relation to CM Channels

The engagement KPI framework is used as the starting point to measure CM on our Philips owned channels and Platforms:

	Paid Social	Organic Social	Consumer Care	Website	Email & Text	Apps
Brand preference	<ul style="list-style-type: none"> Brand Uplift Sentiment SLA 	<ul style="list-style-type: none"> Engagement (by topic & type) Share of Voice (vs. competitors) Sentiment SLA 	<ul style="list-style-type: none"> Response time/rate Resolution time/rate 	<ul style="list-style-type: none"> Content consumed 	<ul style="list-style-type: none"> Time spent at destination 	<ul style="list-style-type: none"> Install Ratings / Reviews
NPS (Net Promoter Score)		<ul style="list-style-type: none"> NPS 	<ul style="list-style-type: none"> NPS 	<ul style="list-style-type: none"> Web NPS / Post Purchase NPS 		
Increase Brand Advocacy (Engagement levels)	<ul style="list-style-type: none"> Reach / Views 	<ul style="list-style-type: none"> Engagement (by topic & type) 		<ul style="list-style-type: none"> Time on site / pages viewed Bounce rate Content consumed 	<ul style="list-style-type: none"> Open Rate Time spent at destination Forwards / referrals 	<ul style="list-style-type: none"> Retention / Usage Ratings / Reviews
Increase CLV (Customer Lifetime Value)		<ul style="list-style-type: none"> Engagement (by topic & type) 			<ul style="list-style-type: none"> CLV 	<ul style="list-style-type: none"> Retention / Usage
Numbers of quality and quantitative interactions	<ul style="list-style-type: none"> Click-throughs Minutes watched (video) Customer Acquisition Cost 	<ul style="list-style-type: none"> Engagement (by topic & type) Post interactions Clicks to destination 		<ul style="list-style-type: none"> Sales (check-out funnel completions) 	<ul style="list-style-type: none"> Click through Sales and ROI 	<ul style="list-style-type: none"> Load time Crashes
Consumer Data				<ul style="list-style-type: none"> Profile information captured Sales (check-out funnel completions) 	<ul style="list-style-type: none"> Sales and ROI 	<ul style="list-style-type: none"> Install Retention / Usage

A man and a woman are sitting at a wooden table in a cafe, looking at a smartphone together. The woman is wearing a patterned headscarf and a dark top, and the man is wearing a blue beanie and a checkered shirt. They are both smiling. The table has plates of food and glasses. The background is a blurred cafe interior with hanging plants and lights.

**Clear goals & conduct
guidelines are essential to
foster positive engagement
with online communities.**

4. Who - Our target audience

- Consumer types
- Target audience

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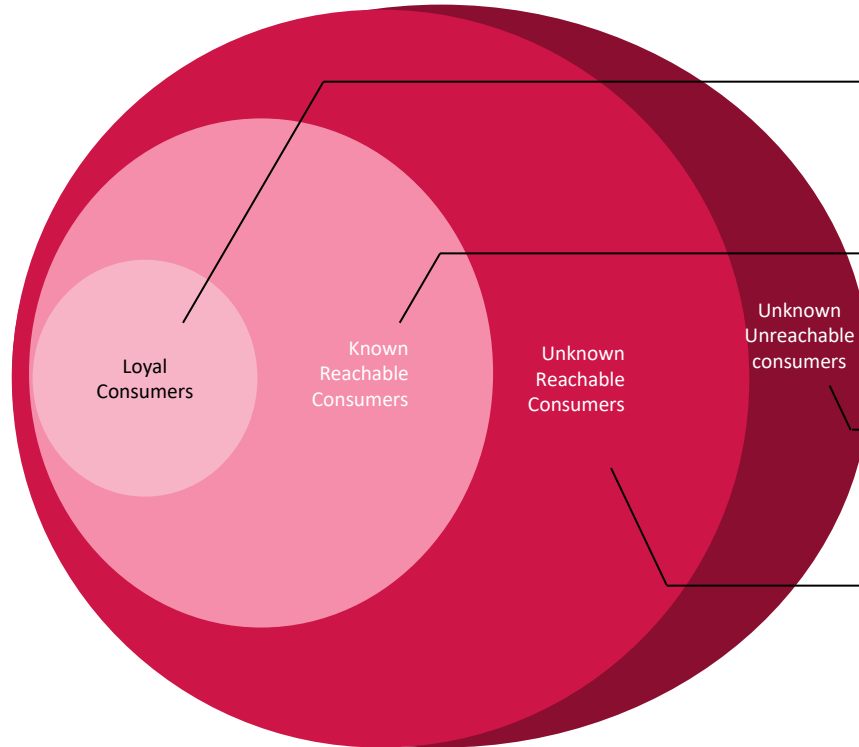
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Consumer Types

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Our communities consist of different types of consumers that need a tailored approach to be reached and nurtured

Our Philips Community



Strategic focus per consumer type

Consumers that show **high engagement** with Philips, have **tendency for repurchases**, and **interact with us on content & feedback**.

KPI: #of brand ambassadors

Key channels:

- CRM
- Consumer Care
- Website (MyPhilips)
- Engagement apps

All consumers that have **opted-in to our databases** and have **agreed to receive communications and interactions around commercial propositions**.

KPI: # of interactions per consumer in database
Invest in Brand lift studies.

Key channels:

- CRM
- Consumer Care

Consumers we are **unaware of**, but still **talk about and engage with Philips in certain ways**.

KPI: # of mentions across digital platforms

Key channels:

- Non owned communities
- Amazon

Consumers that **follow Philips via social channels or other digital marketing channels**. They belong to the wider audiences that we can **reach** but do not have permission to contact them in a personal manner, such as via email or direct message.

KPI: # & length of interactions (social, consumer care, CRM)

Key channels:

- Social Media
- Online communities

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Target Audience

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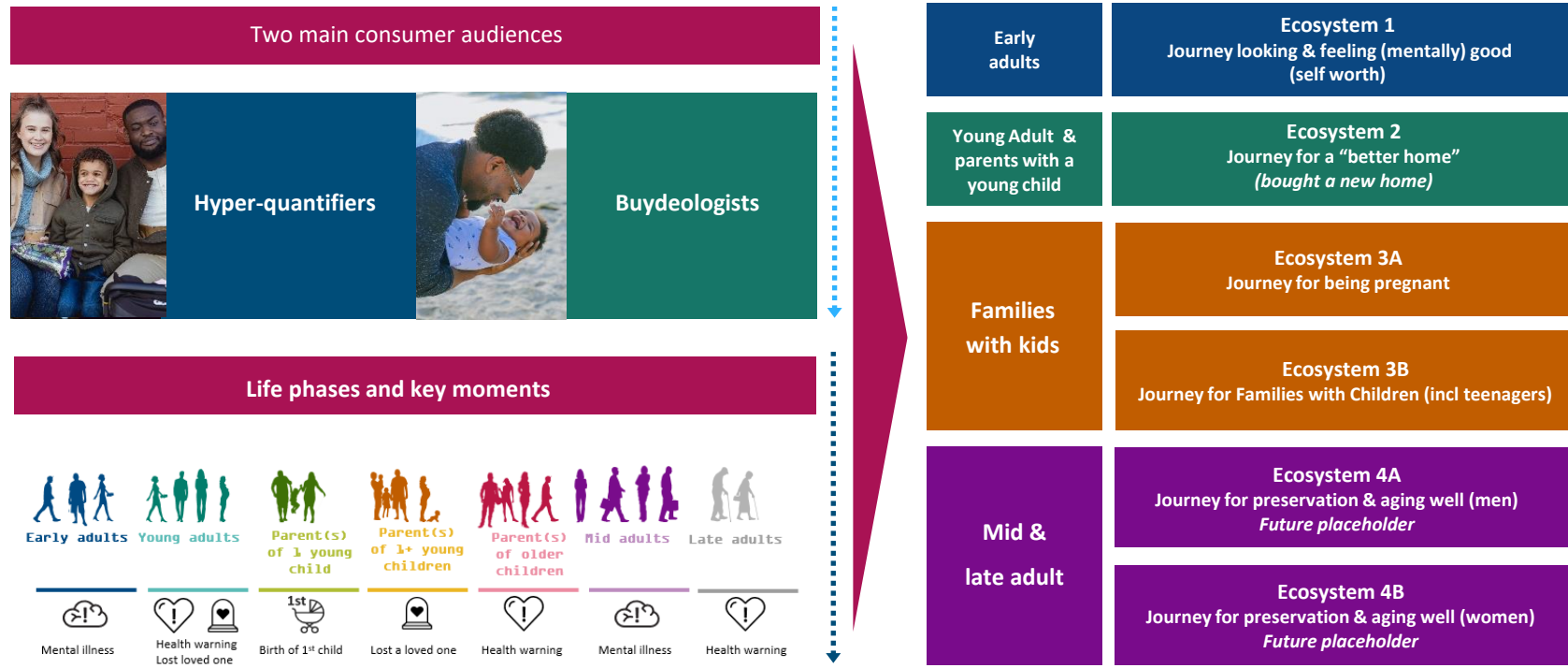


When we talk about audiences, we're referring to all the people we can potentially reach with our message.

It should be clear to both Philips and our community members that they're part of a community, and not just our audience.

Consumer audience

Philips has identified two main audiences (hyper-quantifiers and buydeologists) across six different life stages.



Our audience & what they have in common



Buydeologists

Hyper-quantifiers



Innovative and trendsetters.

Want brands that align on their personal values,
show their responsibility to the world.

Frequently use social media and are looking for
tailored information.

Interact with brands and voice their opinion.

Want to be part of an online community.

They are concerned about their health and see the importance
of a balance between physical and mental wellbeing.

They trust in data instead of intuition.



One audience: Summary



MAIN SOCIAL CHANNELS



DEVICES



APPS



Fitness apps
Health track apps

About them:

Age: Skew younger (higher propensity for gen Z and millennials) but you can find them across many life stages.

Description:

They are innovative and trendsetters who value the family, freedom, honesty and knowledge. They want to care about their health, physically and mentally, sometimes using technology and data to feel empowered to make health choices. Brands for them need to reflect their beliefs through ethical, transparent and fair business practices that will have a positive impact in the world and how they feel about themselves.



Values

- Protecting the family, honesty, freedom, knowledge and self reliance are important values for them.
- They want to feel good about themselves while also caring for making the world better.
- They are looking for brands that align on their personal values, show their responsibility to the world: ethical, transparent and fair.

Behavior towards Health

- They are **concerned about their health**. They actively **manage their health risks** and **think ahead** about their health state.
- They recognise that balance between **mental and physical** is important for their wellbeing.
- They make health decisions based on **data rather than intuition**.
- Opportunity within both groups to provide solutions to **achieve balance & energy**.

Online Behavior


- They frequently use social media and are looking for tailored information.
- They interact with brands online, voice their opinion, connect with others and want to be part of an online community.
- They expect brands to create personalised experiences and they are willing to share their data if they get the benefit of better content in return.

Needs

- External approval and validation, portraying a positive image to the external world, sometimes through the brands they consume/support.
- Peer validation before purchasing items. Online reviews and influencer content are key.
- Brands that care for making the world better and make it actionable for them to take part, in a convenient (and fun) way.

Our Audience and Channels



Early Adults	 <div data-bbox="450 232 517 325">16 - 24 YO</div> <div data-bbox="562 186 799 210">Their big go-to channels</div> <div data-bbox="583 227 672 319"></div> <div data-bbox="687 227 776 319"></div>	Young Adults
Channel Behavior	<ul style="list-style-type: none"> Usually, they opt for social platforms that are more private and time sensitive. In addition to sharing on more private and time-sensitive platforms like Snapchat and Instagram, they also spend a large amount of time-consuming content via YouTube. <div data-bbox="299 596 432 614">They use social:</div> <ul style="list-style-type: none"> To fill up spare time To find funny and entertaining content To research brands and get inspired before purchasing To follow celebrities 	<div data-bbox="1126 161 1271 319"></div> <div data-bbox="1271 232 1338 325">25 - 34 YO</div> <div data-bbox="1431 183 1669 207">Their big go-to channels</div> <div data-bbox="1404 223 1493 316"></div> <div data-bbox="1508 223 1597 316"></div> <div data-bbox="1613 223 1702 316"></div> <ul style="list-style-type: none"> They usually like to put their lives (both personal and professional) on display, sharing more content than GenZ. The social mediums they gravitate towards the most are YouTube and Facebook, with Instagram coming in close (more popular with younger Millennials). They visit these platforms multiple times a day to scroll through their feeds and share content. <div data-bbox="1122 592 1257 611">They use social:</div> <ul style="list-style-type: none"> To stay up-to-date with news and current events To find funny or entertaining content To fill up spare time To follow friend's updates and celebrities
How to engage them	<div data-bbox="301 814 904 833">Their attention span is very short (8 sec on average), therefore focus on:</div> <ul style="list-style-type: none"> Attention-grabbing videos Easy and quick information Playful and immersive formats. Influencer content, especially on Instagram 	<div data-bbox="1132 805 1777 852">Their attention span is also very short (12 sec on average) and they are highly influenced by their peers. To engage with them, focus on:</div> <ul style="list-style-type: none"> Attention-grabbing videos Easy and quick to grasp information Engaging with them on their level, leveraging influencer and UGC content, as they seek for validation.

Key life stages & health needs: Summary



Early adults



16 - 24
YO

53
innovation
on index

Challenges

- Forging an independent path.
- Figuring out who they really are, what matters to them in life and how to establish a career.
- Having space to themselves.

What health means to them

- Healthy lifestyle choices for image benefits (fit body, clear skin).
- Active lifestyles part of social life and asserting identity.
- Recognise value of sleep, but with fluid lifestyles they can neglect it.

Opportunity for Philips

Provide solutions to help them transition into healthier lifestyles for independent adulthood.

Young adults



25 - 34
YO

55
innovation
on index

Challenges

- A stage of transition.
- Still working out their identities.
- Figuring out how they want to live, what lies ahead in work and personal life.

What health means to them

- Health is particularly about what's socially expected - being fit, being active, looking well.
- Exercise, nutrition and sleep matter for appearance.
- They also care about having the energy to study and enjoy life.

Opportunity for Philips

Help them with their healthy choices, so they can successfully achieve their goals of looking good and having energy.

Parents of young children



25 - 34
YO

61
innovation
on index

Challenges:

- 1 child**
- Navigating shift into parenthood and challenges and impact on career.
- Learning and defining parenting values.

1+ children

- Progressing at work, juggling work and family life.
- Adjusting parenting approach as kids start to grow up.
- Trying to find time for themselves.

What health means to them

- Health emphasis shifts to focus on child and family unit.
- Concerns about environmental risks and protection (healthy air, water, food).
- Concerned about instilling healthy diet, sleep and exercise behaviors and values in child.
- Own health can get de-prioritized.

Concerns are similar, but as their families grow, they may be struggling more than ever to find the time to look after themselves.

Opportunity for Philips

Help them parent and provide healthy lifestyles for their families in line with their values.

Parents of older children



45 - 54
YO

54
innovation
on index

Challenges

- Continuing the work-home juggle, with new challenges as kids grow up- schooling, managing their independence, puberty.
- Career reaching a peak.

What health means to them

- More time for exercise.
- Also will be getting more sleep than those with the youngest kids.
- May be more concerned with their weight.
- For kids, concerns about mental wellbeing often more than physical health.

Opportunity for Philips

Help them transition into a phase of life where they have more time to look after their own well-being.

**Understanding our audiences and
their needs is essential
to drive value to the communities
they are part of.**



5. Where – Our Channel Ecosystem

- Community Management ecosystem & Channel roles

Philips CM Ecosystem & Channel Roles: Summary

	Social Media (Organic & Paid)	Consumer Care	Website	CRM	Engagement Apps
Channels	<ul style="list-style-type: none"> Facebook Instagram Twitter YouTube LinkedIn 	<ul style="list-style-type: none"> Online Support Call Centers 	<ul style="list-style-type: none"> Philips.com Momspace Parents Guide Digital Dispense 	<ul style="list-style-type: none"> Email / Newsletter SMS 	<ul style="list-style-type: none"> Pregnancy+ Baby+ Grooming app TBC Sonicare
Channel Roles	<ul style="list-style-type: none"> Facebook: form and sustain connections; bring our purpose, tell our brand stories, offer products & tips Instagram: connect with passions and immerse visually; bring inspiration, show our identity Twitter: create a great customer experience; offer direct, immediate support in a <i>public</i> environment YouTube: entertainment and world-building; bring our expertise, offer tips & how-tos; borrow influence LinkedIn: drive credibility & connection with HCPs (B2B2C initiatives) 	<ul style="list-style-type: none"> Online Support: inform and offer direct, immediate support in a <i>private</i> environment 	<ul style="list-style-type: none"> Philips.com: inform and build trust, trigger action Momspace: reward consumers and create authentic brand ambassadors 	<ul style="list-style-type: none"> Email: meet specific interests of our community members, encourage them to take action, create a dialogue and build meaningful user experiences SMS/Attentive: short, on-point messaging through mobile that is relevant to topics members find interesting; helps drive participants to site, etc 	<ul style="list-style-type: none"> Pregnancy+/Baby+: create a bond by bringing brand and target audience together
KPIs (See Measurement & Reporting section for details)	<ul style="list-style-type: none"> Engagement (by topic & type) Share of Voice (vs. competitors) Brand Uplift Sentiment Post interactions Click-throughs/Clicks to destination Reach/Views Minutes watched (video) Customer Acquisition Cost SLA NPS 	<ul style="list-style-type: none"> Response time/rate Resolution time/rate NPS 	<ul style="list-style-type: none"> Content consumed Web NPS / Post Purchase NPS Time on site / pages viewed Bounce rate Sales (check-out funnel completions) Profile information captured 	<ul style="list-style-type: none"> Time spent at destination Open Rate Forwards / referrals CLV Click through Sales and ROI 	<ul style="list-style-type: none"> Install Ratings / Reviews Retention / Usage Load time Crashes

PHILIPS

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6. Appendix

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Social Media Strategy: Summary

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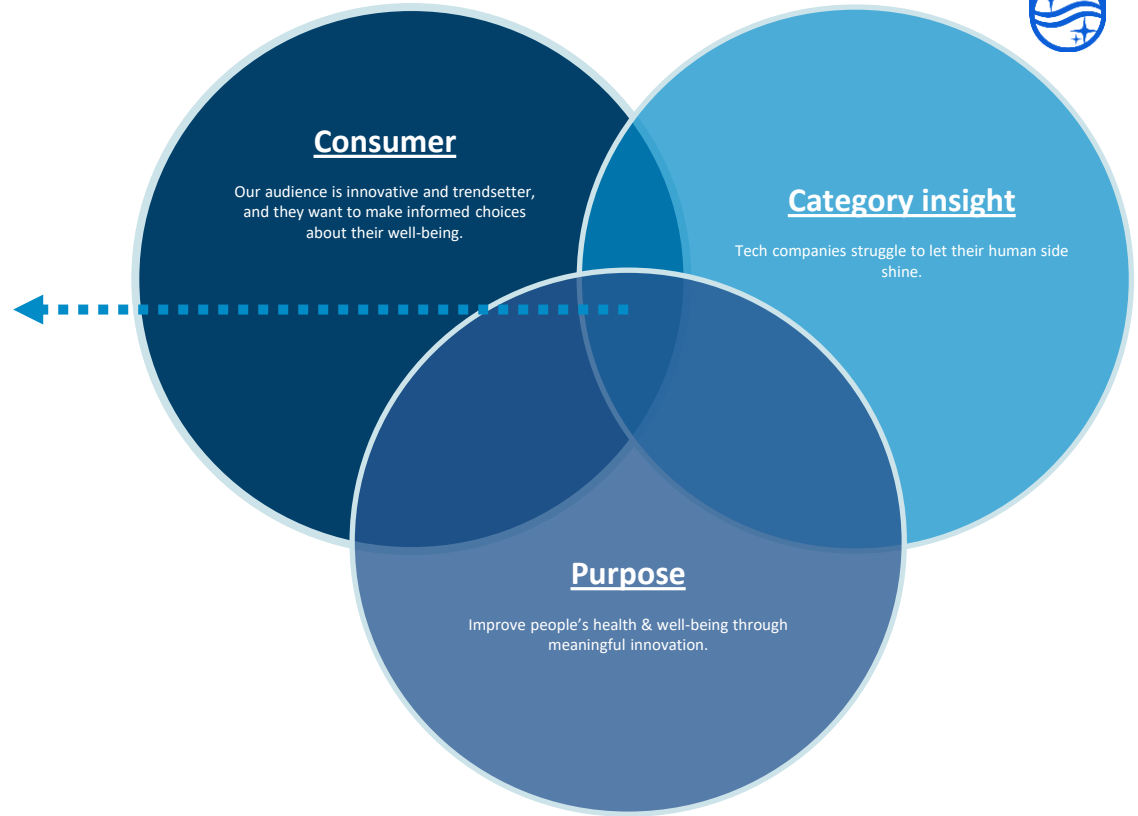
Our Social Strategy

Bring our **purpose** closer to our audiences' hearts by engaging with them in meaningful **health & well-being conversations** that will make their lives better.

Our goals for social:

Build brand love

Activate our brand purpose



Our Content Strategy



BRAND MISSION: There's always a way to make life better.

ROLE OF CONTENT: Bring brand mission **closer to our audiences**

INSPIRING

Taking a **stand** on key audience topics in which our unique POV can **make life better**

INFORMING

Telling **brand stories** that make our mission tangible and are **relevant to our audience**

SUPPORTING

Offering **tips and products** that are relevant and useful to our audience journey

Our role will remain the same for all audiences.

Content pillars will remain the same for all audiences.

Topics will be audience-based.

CONTENTPILLARS

Meaningful innovation

How our products make **your** life better

Meaningful initiatives

How our **brand mission** inspires our actions

Meaningful connections

How we value the desires and needs of real **people like you**

Meaningful partnerships

How **HCPs** support us and help us make **your** life better

CONTENT MISSION:

Meaningful health & well-being conversations
.....

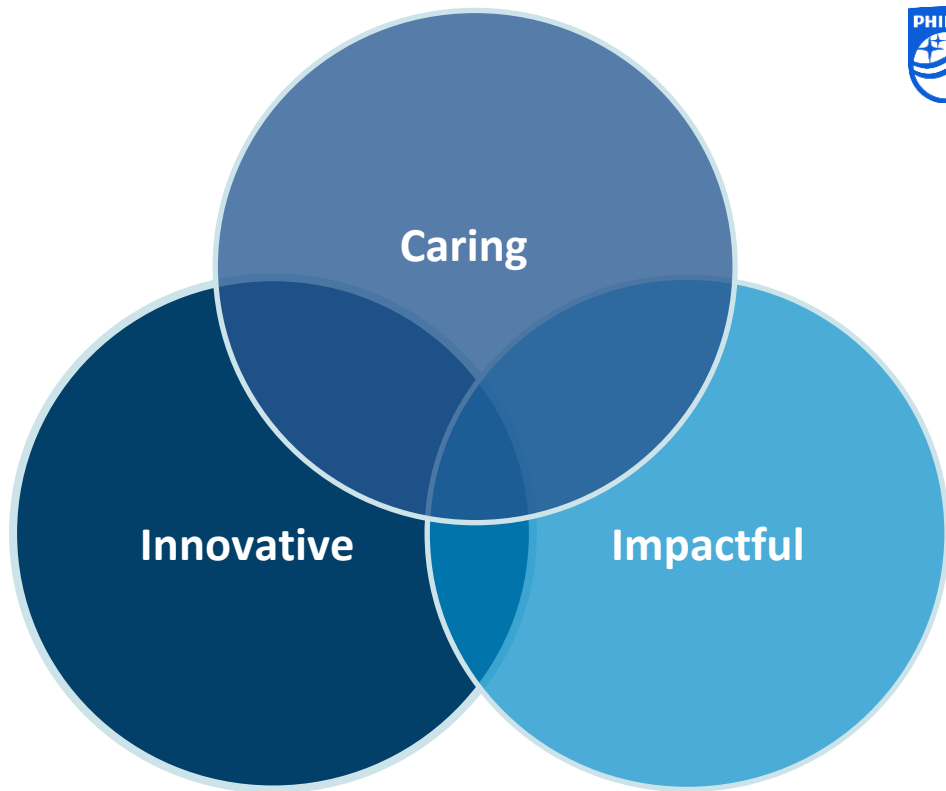
Content mission will inspire the topics we choose.

Our Brand Voice

Empathetic, Warm and Engaging

The brand voice is the style, tone and personality we express in the words we use. Every word you write or say on behalf of Philips makes an impression.

It enables us to connect with a broad range of people about a variety of subjects across a huge range of touchpoints, while consistently reinforcing our values.



Our Values

How we speak on Social







So, how would we define our tone in one paragraph?

Conversational. That's a start. But we are more than that. We're knowledgeable, without being braggy. We have a history of innovation and technology, but that history doesn't make us old or outdated - we can keep up with modern ways of communicating. And whilst the medical world is full of jargon and big words most people don't understand, we like to keep our language as down-to-earth as possible. We're tech, we're innovation, we're here to improve people's lives.

But most of all, we're human. And that's the most important thing.

TOV and Look & Feel: Summary



		DOs		DON'Ts	
Our Visual Tone	The People we Show	Warm & Authentic Always show real, relatable moments with real-looking people		Openly Diverse Embrace diversity & give a true representation of people around the world	
	The Way we show products	Product in Use Show product being used in realistic, natural ways		Product in Situ Products should be shown in their natural environment	
Our Writing Tone	The Way we Speak	Empathetic, Warm & Engaging We are personal, relatable and authentic in the way we speak. We aim to inspire people to live healthier and to take care of themselves.	Giving Voice to our Community Not everything we communicate needs to come from us. By sharing content in the voice of real people (influencer and UGC), we can be more relevant.		Distant, Superficial and Outdated We are not cold and faceless brand. We are here to be meaningful, relevant and to participate in on-going conversations in purposeful way.



How we will measure

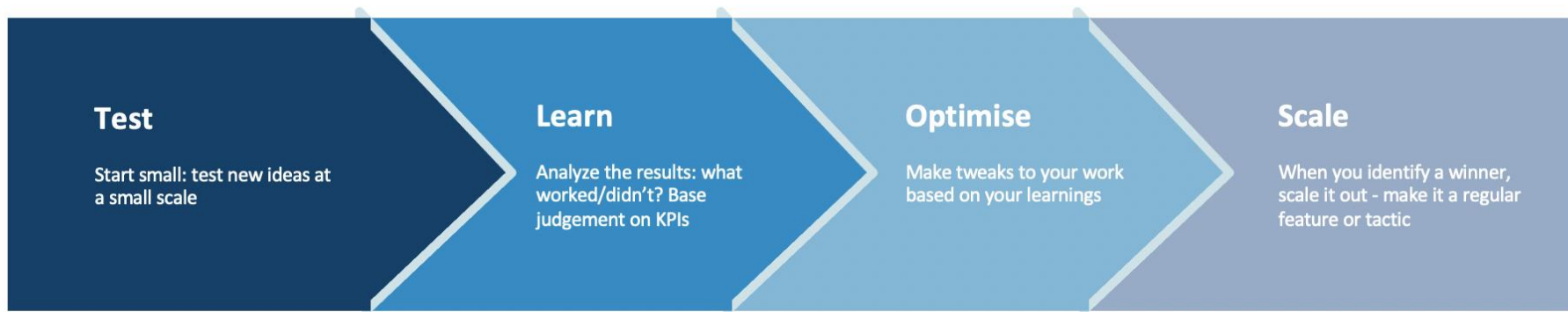
Channel	Behaviour	Strategic task	Measurement metrics*
Instagram	Audience tend to be most active on this platform - they are 1.5x more likely to upload content here. They are also more likely to engage with brands and interact with IGTV/Live.	Inspire, Inform & Support	Reach Engagement Community Response Time
Instagram stories	Increasingly popular scrolling for inspiration. Users are more likely to engage in story CTA like polls than in feed engagement, especially contrasted against more passive newsfeeds like Facebook.	Inspire & Support	Reach Frame Retention
Facebook	Typically used to consume content, the audience therefore tends to be more passive. This channel drives the highest reach, with over 50% accessing it more than once per day.	Inform & Support	Reach Video Views Avg. Video Watch Time Community Response Time
YouTube	Primarily used for music/film content, but 50% of the audience also seek out tutorials. Users are 1.5x more likely to watch consumer reviews and branded content.	Inspire, Inform & Support	Video Views Avg. Video Watch Time

Test and Learn Approach



Channel functionality is ever evolving, and we need to ensure we have open-minded content approaches that enable us to pivot our strategy based on how our community are engaging.

To give ourselves data to make these decisions we have to regularly test functionality, content and the channels we work with.



Creating local content



Before creating local content for your social account, follow the standard process:

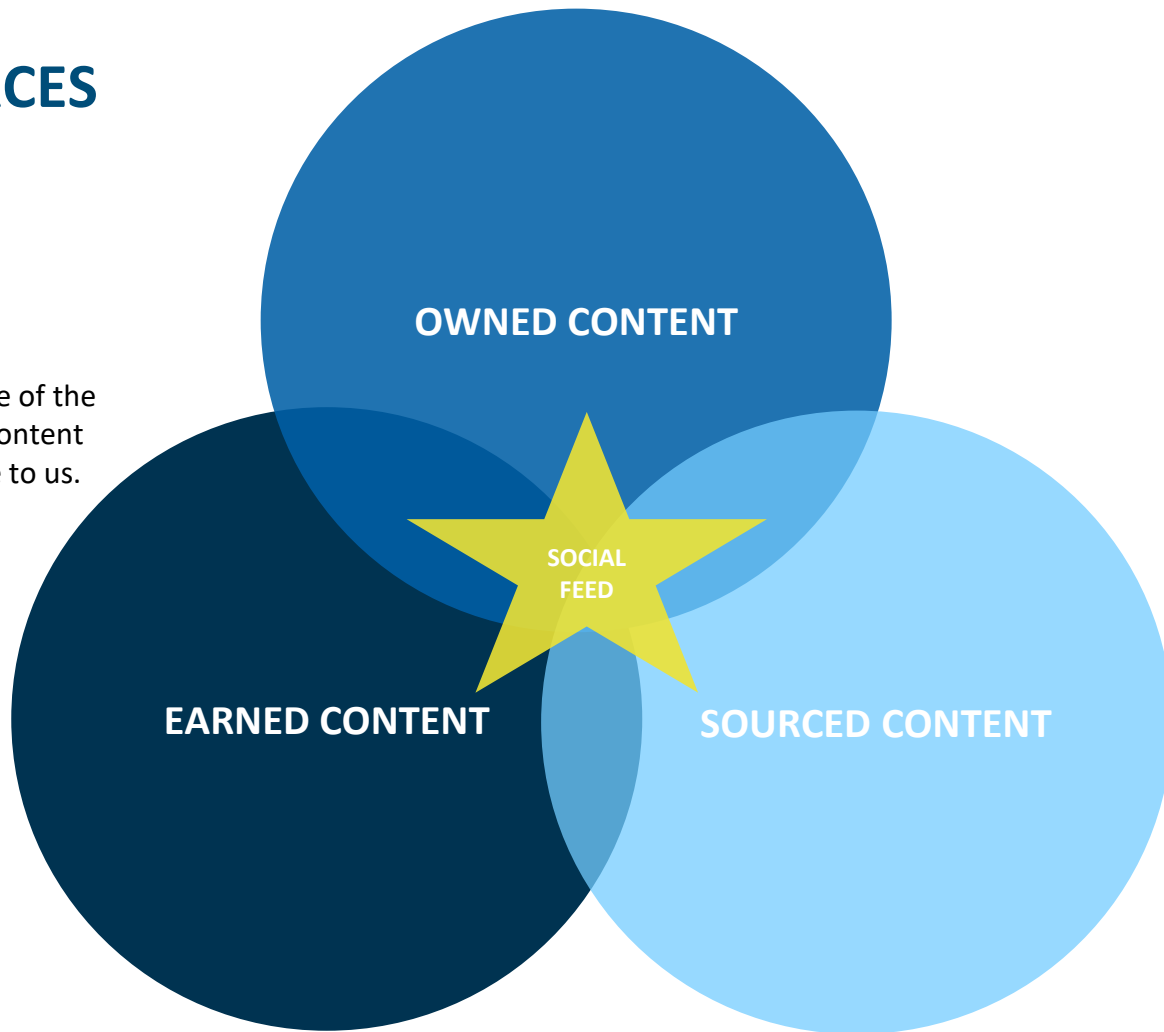


Content: Sources

CONTENT SOURCES

Content Matrix

With organic social, the name of the game is to source from the content bank that is already available to us.



CONTENT SOURCES



Earned Content

What It Is: Earned content is any material written about Philips that we haven't paid for or created ourselves. This content is earned with the help of OneVoice.

How To Use It: This content can be shared via swipe up Instagram stories and through Facebook in-feed posts.

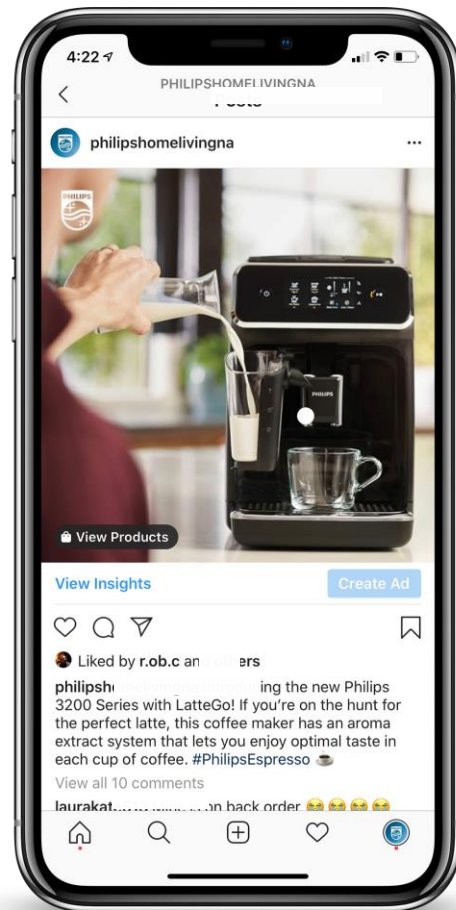


CONTENT SOURCES

Owned Content

What It Is: Owned content is content that's created by Philips or created by the RTMC. This includes global toolkit content, Philips website images, and any Philips designed content.

How To Use It: This content can be used to promote new product launches, highlight product RTBs, and for product-focused lifestyle content.

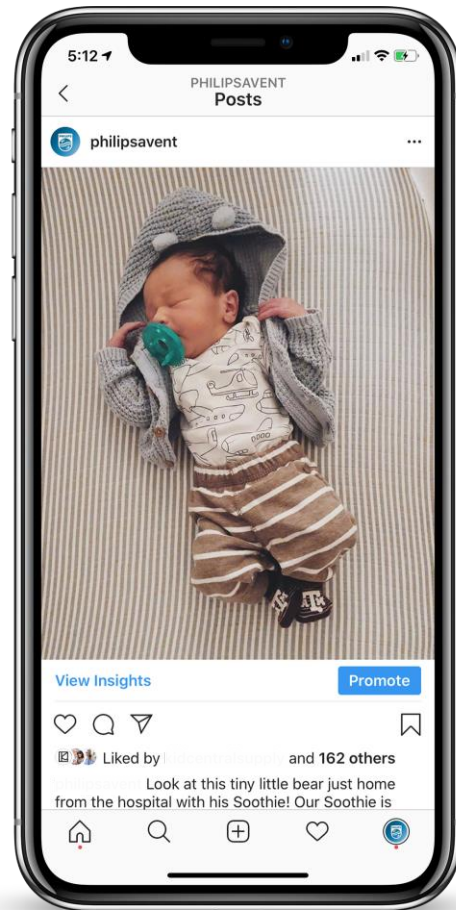


CONTENT SOURCES

Sourced Content

What It Is: Sourced content is UGC or Influencer content. UGC content is sourced by searching through relevant hashtags and tagged posts. Influencer content is created in collaboration with the influencer and can be repurposed throughout the duration or their contract.

How To Use It: This content can be integrated into the content calendar as evergreen content and for calendar moments.



Content: Types

Social: Always-On Content & Dark Posts



ALWAYS ON PRESENCE

Content to engage

What it is: Visible presence & brand narrative

Topics: Brand-centric & audience-centric messages (balance of our 4 content pillars)

Media type: Paid & organic

Focus: Driving long-term goals (brand preference)

For both: Consistency of visuals & TOV

DARK POSTS

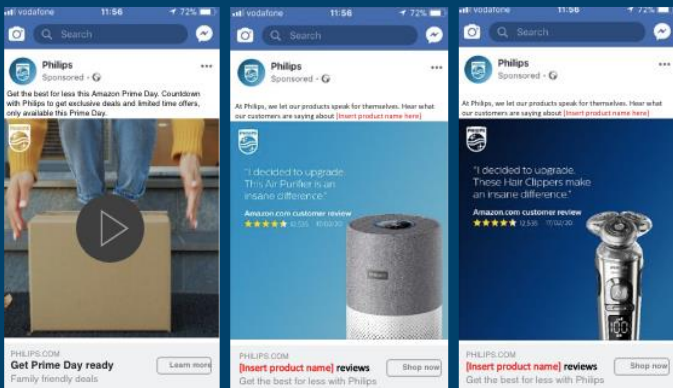
Content to convert

What it is: Dark posts, non-visible on brand profile

Topics: Product-centric messages (driven by campaigns)

Media type: Always paid

Focus: Driving short-term goals (conversion)



The goal of this Playbook is to provide guidance for our “Always on presence”.

To achieve consistency it is important that product centric campaigns follow the same visual and TOV guidelines.

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Content: Opportunities

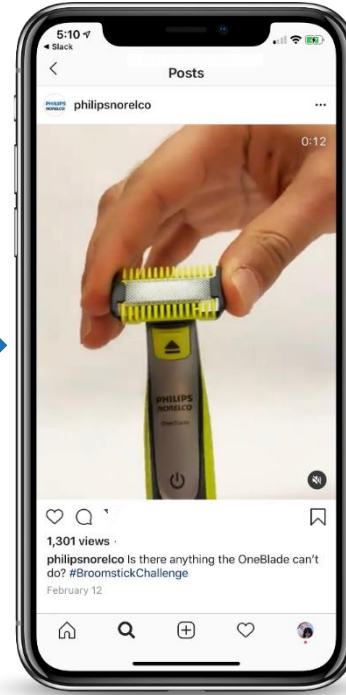
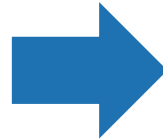
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Opportunity Moments

Opportunity moments allow us to tap into trending topics and insert Philips into relevant conversations with our audience and reach new people.



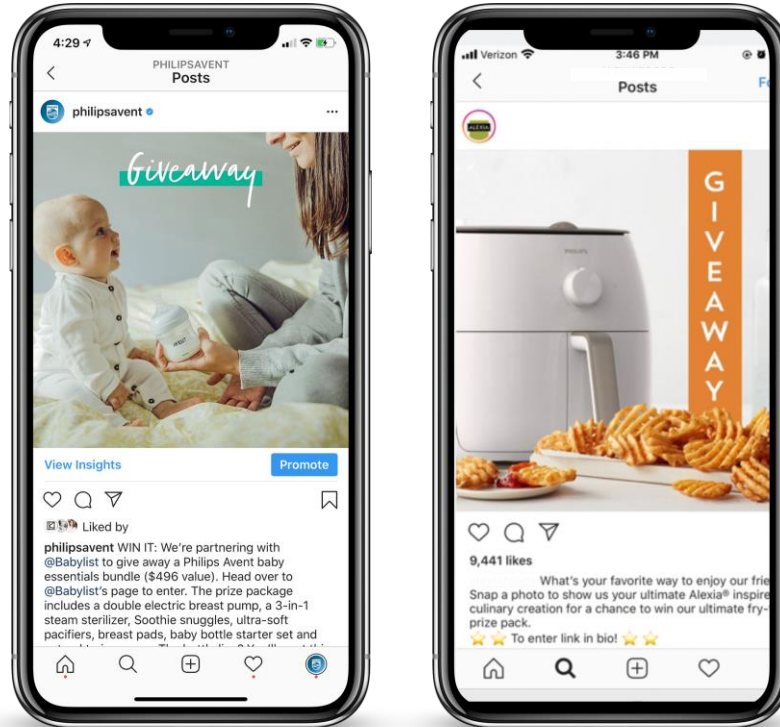
The #BroomstickChallenge was an opportunity moment



Philips Norelco acted on this opportunity moment

Partnership Giveaways

Partnership giveaways allow us to increase followers, reach different audiences, and sample products with new users.



Organic Giveaways

Organic giveaways have proven to be extremely successful in boosting engagement and brand affinity with our audience.



Philips Categories: Community Management Listening



Listening:

Meeting Our Audience Where They Are

Listening allows us to track mentions and conversations related to Philips and analyze insights to discover category trends and opportunities to act.

Through listening we can:

- Determine volume of mentions
- Engage with Customers
- Address customer feedback
- Evaluate customer sentiment
- Assess share of voice
- Analyze competitors
- Identify influencers
- Seek out category trends
- Find social media trends



COVID-19 category word clouds

Hashtags: 3 Months from Today (Excl. #Deal)



Emotions: 3 Months from Today



Example of conversation word clouds in Avent Dashboard

Philips MCC

Philips Avent: Social Listening Queries



Social listening allows us to identify category trends and consumer sentiment towards our brand and competitors.

Brand-Specific Terms

"Philips Avent"	"Avent"
"Natural Bottle"	"Anti colic bottle"
"Soothe snuggle"	"Soothe"
"Avent Drying rack"	"Avent Nipple brush"
"Sippy Cup"	"Trainer Cup"
"Spout Cups"	"Straw Cups"
"Spoutless Cups"	"Ultra soft"
"Ultra air"	"Ultra air night"
"Breast Pump"	"Sterilizer"
"Microwave steam"	"Sterilizer bags"
"Bottle warmer"	"Baby monitor"

Platform-Specific Terms

#MomsGetReal	#Momtuition
#MomLife	#MomminAint Easy
#TiredAsAMother	#Motherhood InTheRaw
#MomLifeBeLife	#MomHumor
#MomProbs	#MomStruggles
#MommyNeedsABreak	#FunnyMoms
#MomMemes	#Motherhood Unplugged
#TiredMamma	#RealMom
#ItsAMomThing	#SarcasticMom

Category Terms

"Baby Bottles"	"Pacifiers"
"Paci"	"Colic"
"Baby Crying"	"Breast Pump"
"Bottle Warmers"	"Binky"
"Breastfeeding"	"BPA Free Bottle"
"Glass Baby Bottle"	"Soothe"
"Toddler Cups"	"Sippy Cups"
"Bottle Drying"	"Bottle Sterilizer"
"Plush Pacifier"	"Milk Pumping"
"Newborn Feeding"	"Combination Feeding"
"Baby Monitor"	"Milk Storage"

Competitor Terms

"Medela"	#MedelaMom
"Lansinoh"	#Lansinoh
"Dr. Browns"	#MyDrBrowns Baby
"Wubbanub"	"WubbaNub"
"Tommee Tippee"	#Tommee Tippee
"Comotomo"	#Comotomo
"Mimijumi"	#MimiJumi Bottle
"NUK"	#NUKLove
"MAM"	#MAMBaby
"Playtex Baby"	#PlayTex Moms



Philips Avent: Google Alerts

Google alerts allow us to identify opportunity moments and earned mentions.

Brand-Specific Alerts

Philips Avent	Avent
Philips Avent Anti-Colic Bottle	Philips Avent Natural Bottle
Philips Avent Breast Pump	Philips Avent Soothie
Philips Avent Soothie Snuggle	Philips Avent Pacifier
Philips Avent Sanitizer	Philips Avent Sippy Cup

Category Alerts

Baby Bottles	Pacifiers
Bottle Warmers	Colic
Breastfeeding	Breast Pump
Glass Baby Bottle	Combination Feeding
Toddler Cups	BPA Free Bottle
Bottle Drying	Soother
Plush Pacifier	Sippy Cups
Newborn Feeding	Bottle Sanitizer
Baby Monitor	Pumping Milk



Philips Grooming

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Philips Norelco: Social Listening Queries



Social listening allows us to identify category trends and consumer sentiment towards our brand and competitors.

Brand-Specific Terms

"Philips Norelco"	"Moustache"
"Philips Norelco OneBlade"	"Goatee"
"Philips Norelco Shaver"	"Stubble"
"Philips Norelco Trimmer"	"Facial Hair"
"Norelco"	"Smooth skin"
"OneBlade"	"Shaving"
"Shaver"	"Hair clipper"
"Trimmer"	"Edge"
"Beard"	"Trim"
"Beard Style"	"Shave"
"Male Grooming"	"Multigroom"

Platform-Specific Terms

#PhilipsNorelco

#OneBlade

#Shaver

#Multigroom

#BeardStyle

#FacialHair

#MaleGrooming

#FacialHairStyle

#SmoothSkin

Category Terms

"Shaver"

"Shaving"

"Facial Hair"

"Male Grooming"

"Beard Style"

"Facial hair style"

"Body hair"

"Moustache"

"Beard"

"Goatee"

"Stubble"

Competitor Terms

"Gillette"

"Manscaped"

"Dollar Shave Club"

"The Art of Shaving"

"Braun"

"Harrys"

Philips Norelco: Google Alerts



Google alerts allow us to identify opportunity moments and earned mentions.

Brand-Specific Alerts

Philips Norelco	Norelco
Philips Norelco One Blade	Philips Norelco Shaver
Philips Norelco Trimmer	Philips Norelco Beard
Philips Multigroom	Philips Norelco Beard Trimmers
Philips Men's Grooming	Philips Male Grooming

Category Alerts

Beard	Grooming
Hair	Shaver
Style	Beard Style
Male Grooming	Trimmer
Shaving	Goatee
Clean Shave	Moustache
Razors	Gilette
Shave	Stubble
Facial Hair	Skincare

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Philips Oral Health Care

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Philips Sonicare: Social Listening Queries



Social listening allows us to identify category trends and consumer sentiment towards our brand and competitors.

Brand-Specific Terms

"Sonicare"

"Philips Sonicare"

"Sonicare Brush Heads"

"Sonicare Power Flosser"

"DiamondClean"

"ProtectiveClean"

"ExpertClean"

"Sonicare for Kids"

"Sonicare Subscriptions"

Platform-Specific Terms

"Amazing Mouth"

TBD

Category Terms

"Tooth"	"Toothbrush"
"Mouth"	"Teeth"
"Brush Teeth"	"Teeth Whitening"
"White Teeth"	"Cavities"
"Plaque"	"Oral Care"
"Oral Hygiene"	"Electric Toothbrush"
"Travel Toothbrush"	"Toothbrush Charge"
"Toothbrush Battery"	"Toothbrush Dead"
"Brushing Routine"	"Brush heads"
"Toothbrush Delivery"	"Subscription Toothbrush"

Competitor Terms

"Oral B"	#Bprotected
"Quip"	#GetQuip
"Colgate Toothbrush"	#ColgateSmile
"Goby"	#GobyGram
"Gleem Toothbrush"	#MakeltGleem
"Burst"	#brushBURST
"Fairy Will"	#FairywillCare
"Bamboo Toothbrush"	
"Charcoal Toothbrush"	

Philips Sonicare: Google Alerts

Google alerts allow us to identify opportunity moments and earned mentions.



Brand-Specific Alerts

Philips Sonicare	Philips Sonicare
Sonicare Brush Heads	Power Flosser
DiamondClean	ProtectiveClean
ExpertClean	Sonicare Subscriptions

Category Alerts

Brush Teeth	Toothbrush
Oral Hygiene	Teeth Whitening
Travel Toothbrush	Oral Care
Toothbrush Delivery	Electric Toothbrush
Manual Toothbrush	Subscription Toothbrush



Philips Household

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Philips Household: Google Alerts



Google alerts allow us to identify opportunity moments and earned mentions.

Brand-Specific Alerts

Philips Kitchen Appliances

LatteGo

Philips LatteGo

Philips Coffee

Philips Saeco

Philips Home Living

Philips Saeco Xelsis

Saeco Xelsis

Category Alerts

Coffee	Iced Coffee
Breakfast	Cortado
Morning cup	Flat White
Latte	Barista
Americano	Breville
Macchiato	Brim
Cappuccino	Keurig
Café au lait	DeLonghi
Drip Coffee	Nespresso



Thank You