



COMPREHENSIVE GUIDE

How to build and
maintain a winning
UGC strategy



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Introduction

From startups to Starbucks, companies of every size and marketing budget are tapping User-Generated Content (UGC) to create innovative, memorable campaigns that resonate with their audience in a fresh way.

There are two main reasons for this phenomenon:

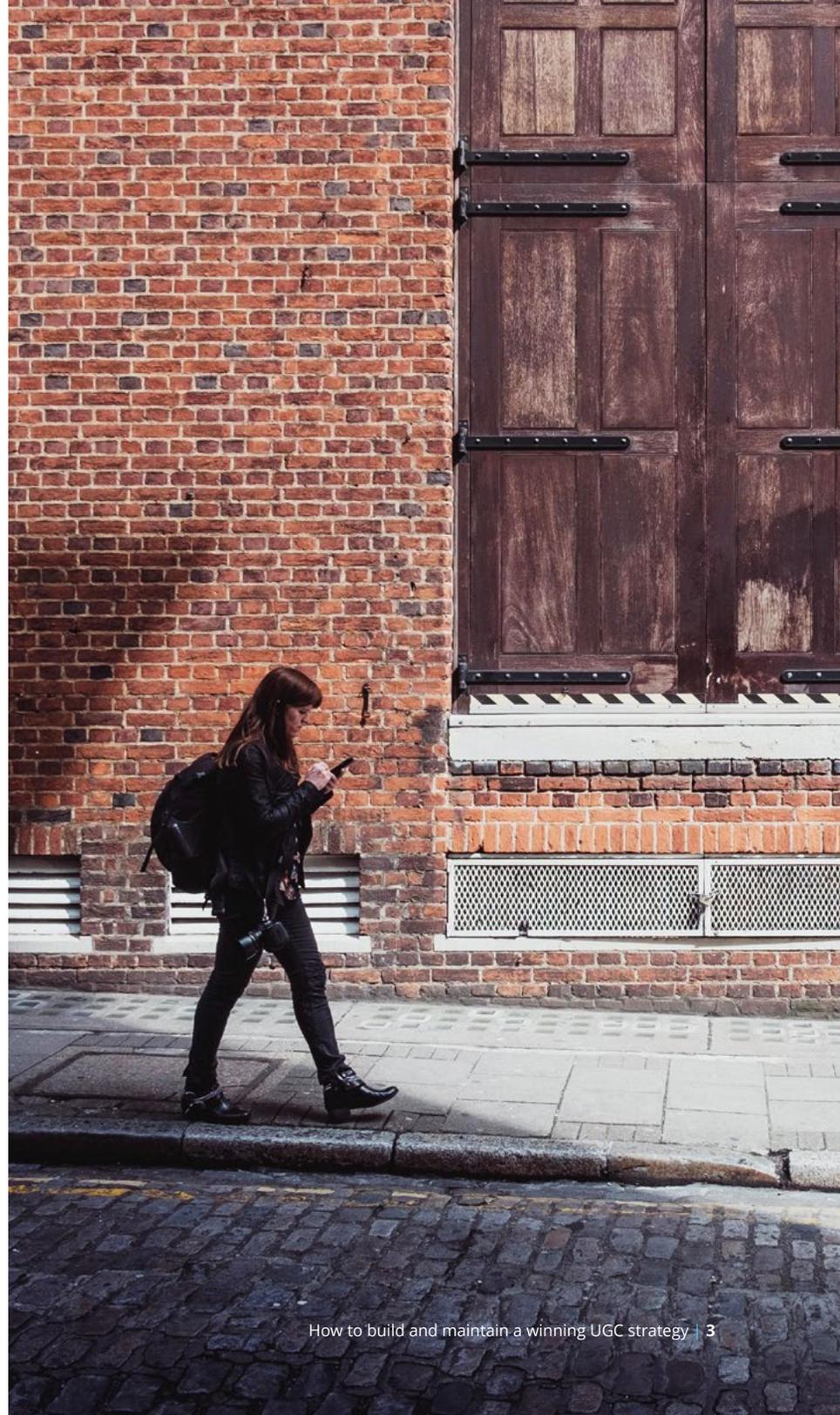
First, consider that 92 percent of consumers trust peer recommendations over ads.¹ Brands are realizing they can generate more success with peer-generated, authentic content than they can with a conventional, multi-million dollar campaign.

Second, UGC is a cheaper and more efficient way of reaching customers today. UGC strategies rely on content that consumers are creating on their own – a much more affordable option than traditional advertising materials.

In stale marketing environments, UGC campaigns can feel like an injection of energy. When companies involve consumers, it fosters a heightened level of excitement and authenticity and enables audiences to share organic, spontaneous content the same way they would post a non-branded photo or tweet.

The following ebook provides an overview of the benefits of UGC, a step-by-step guide for building your strategy, simple tips for executing a UGC campaign, and real examples of companies that are getting it right.

¹ Nielsen, "Global Consumers' Trust in 'Earned' Advertising Grows in Importance," April 10, 2012, <http://www.nielsen.com/us/en/press-room/2012/nielsen-global-consumers-trust-in-earned-advertising-grows.html>



Chapter 1

Why UGC Marketing Works

At first glance, it might seem like user-generated content campaigns are best suited to companies with limited marketing budgets. That's not the case. Even luxury brands are employing it, and to significant benefit.

Back in 2009, Burberry brought high-end fashion to the masses with its groundbreaking Art of the Trench campaign. To celebrate its iconic trench coat, the brand invited the public to upload pictures of people donning the retailer's best-selling item. All Burberry had to do was curate the best submissions on the company's microsite and Facebook page. From there, users could browse by category and comment on or share the images with their friends.

As a result, Burberry's Facebook follower count grew to over one million – the largest fan base in the luxury sector at the time.² Ecommerce sales also jumped 50% year-over-year. The campaign was so successful that it was relaunched in 2014 to generate buzz for Burberry's new Beverly Hills

store. The updated campaign stretched to the brand's Twitter, Facebook, Instagram, YouTube, Pinterest, and Tumblr accounts.

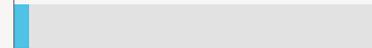
With a simple, singular idea, Burberry was able to drive traffic to its platforms and generate awareness among new audiences.

So, what makes UGC so compelling for both brands and consumers? And why might your marketing team want to try this strategy? Here are three of the biggest reasons.

1. UGC EMBRACES AUTHENTICITY

While it's easy to get hung up on creating high-quality content, it's important to remember that sometimes a shaky YouTube video can actually convert better than a million-dollar ad campaign. That's because for today's consumers, authenticity is much more important than looking professional.

As a study from Cohn & Wolfe found, 63% of consumers would buy from a company they consider to be more authentic than its competitors.³ And according to Elite Daily, 43% of millennials rank authenticity above the content itself when consuming news.⁴



Only **4%** of consumers trust an ad created by a brand.

But **48%** of consumers say that UGC is a great way to discover new products.⁵

² Digital Training Academy, "Social Media Case Study: Burberry Encourages Customer Participation with 'Art of Trench,'" July 2013, http://www.digitaltrainingacademy.com/casestudies/2013/07/social_media_case_study_burberry_encourages_customer_participation_with_art_of_trench.php

³ MarketingCharts, "The Importance of Honesty and Authenticity for Brands," November 18, 2014, <http://www.marketingcharts.com/traditional/the-importance-of-honesty-and-authenticity-for-brands-48502/>

⁴ Erik J. Martin, EContent, "How to Use Authenticity, Brands, and Visuals to Engage Millennials," October 26, 2015, <http://www.econtentmag.com/Articles/News/News-Feature/How-to-Use-Authenticity-Brands-and-Visuals-to-Engage-Millennials-106455.htm>

⁵ Bazaarvoice and Forrester, "User-Generated Content's Impact on Brand Building," 2014, <http://media2.bazaarvoice.com/documents/Bazaarvoice+-+Forrester+study+-+User-generated+content's+impact+on+brand+building.pdf>



85% of consumers find UGC more influential than brand content.⁶



93% of consumers find UGC helpful when making purchase decisions.⁷

With UGC, your customers can take note of how real people use your products and share their passion for the brand. Take the Burberry example above. While the photos look sleek, users know they're not just being fed a corporate product catalogue. They can appreciate that the images come from everyday customers, just like themselves.

2. UGC IS COST-EFFECTIVE

Sometimes it's cheaper to source hundreds of pieces of UGC than it is to create one piece of content in-house. With user-generated content, your customers are creating the assets for you, and bringing in their own audiences as a result.

In 2014, The ALS Association sparked one of the largest and most successful user-generated content campaigns to date. You might know it better as the Ice Bucket Challenge.

The setup was simple: post a video of someone dumping a bucket of ice water on your head, and then challenge friends to either do the same or donate to the organization. The challenge quickly went viral, raising awareness for the charity and generating \$115 million from nearly 3 million new donors – all from an effort that cost the organization very little.⁸

3. UGC IS EASIER TO TRACK THAN YOU THINK

Since UGC isn't created on owned media properties, it can seem daunting to track and measure the results. If you don't have the right tools in place to understand the effectiveness of your program, your budget may suffer because you won't know how much money to invest in the initiative.

While there are many ways to solve this problem, one of the easiest is to use a trackable link that connects every single channel. For instance, HP teamed up with influencer Rudy Mancuso to remake the *Star Wars* theme song using the HP x360. Rudy then posted his video to his 350,000 Instagram followers, inviting viewers to see more by clicking the link in @HP's bio.⁹

By using a URL shortener and embedding urchin tracking module (UTM) codes, HP was able to see just how many conversions came from its Instagram bio and where each click came from.

This is especially useful for brands working with multiple partners across various channels. Through trackable links, they can see not only which influencer drives the best results, but also which of their channels drives the best results and how much engagement is generated from each.

⁶ Offerpop, "What Brands Need to Know to Close the Gap with Consumers on UGC," May 17, 2016, <https://www.offerpop.com/resources/blog/brands-need-know-close-gap-consumers-ugc/>

⁷ Ibid.

⁸ Ethan Wolff-Mann, Time, "Remember the Ice Bucket Challenge? Here's What Happened to the Money," August 21, 2015, <http://time.com/money/4000583/ice-bucket-challenge-money-donations/>

⁹ Mediakix, "10 Best Sponsored Vine Videos from the Most Popular Viners," December 30, 2015, <http://mediakix.com/2015/12/most-popular-viners-best-sponsored-vine-videos/#gs.x9UGdGg>

Chapter 2

How to Build an Effective UGC Strategy

The wide range of UGC strategies can make it difficult to get started – campaigns can incorporate contests, hashtags, reviews, and influencers. While it's great that there are so many options for brands, such a broad scope can make this strategy tough to master. With that in mind, here are 10 tips to help you get the most out of your UGC campaign strategy.

1. UNDERSTAND THE RISKS OF UGC

Before you start charting your strategy, it's important to point out the risks of launching UGC campaigns. You'll be handing over a megaphone to your customers and letting them say whatever they want. Sometimes this ends well; other times, not so much. For instance, when SeaWorld launched its #AskSeaWorld Q&A on Twitter, animal rights activists took over the hashtag to fire questions like, "Why are your parking lots bigger than your orca tanks?" The social media blunder coincided with a 40% drop in the company's stock price.¹⁰

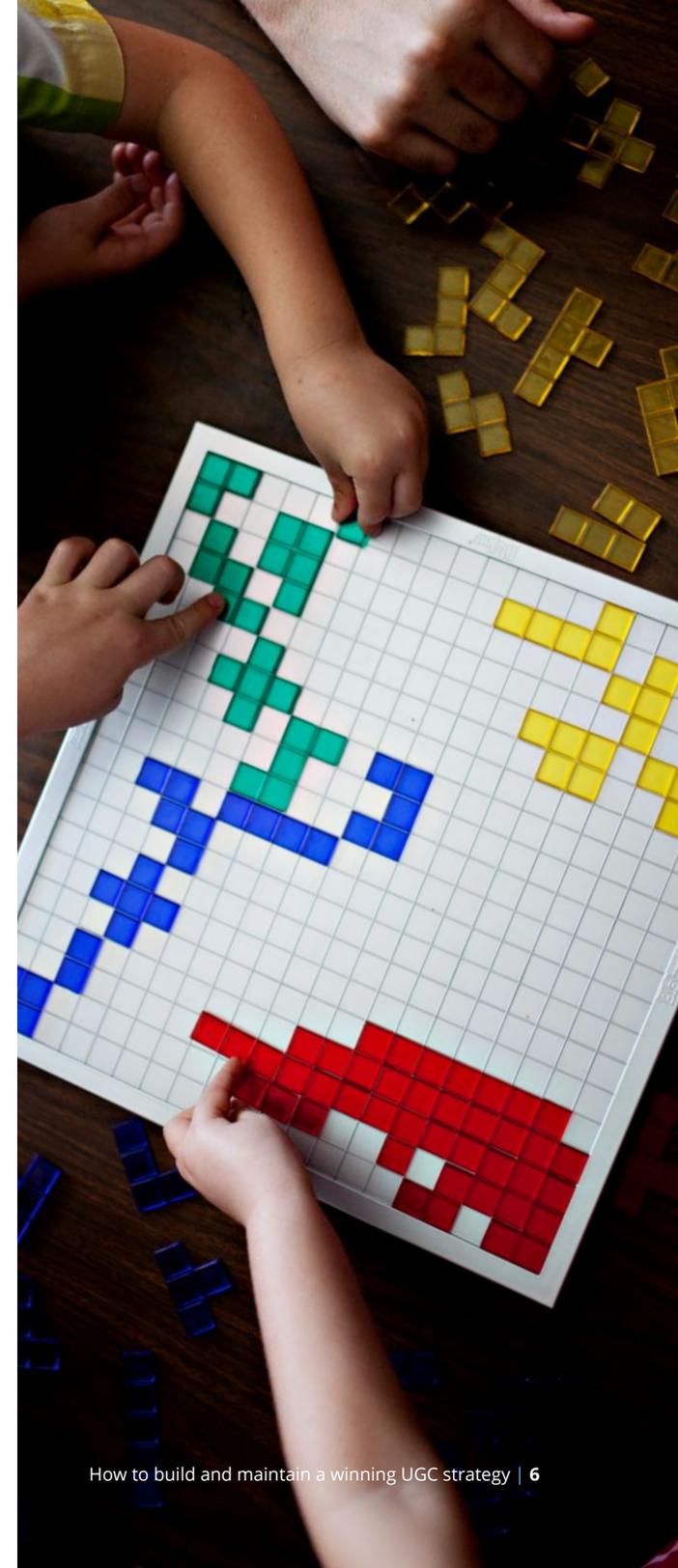
Still, trying to control what your audience says is a poor idea. Customers will always demand to be heard, and they'll point fingers

at your brand for censoring them. The solution is to prepare for having an open conversation, and of course, ensure you're delivering great customer experiences in the first place.

2. BUILD ANTICIPATION

In an effort to generate as many submissions as possible, it can be tempting to stretch your UGC campaigns out for weeks or even months. Instead, consider picking a specific day for your campaign and build anticipation for the big event. If you promote one day of submissions, you'll get a flood of content in 24 hours, as opposed to content that trickles in across a longer period of time. In turn, your business will benefit from a burst of brand awareness and could possibly trend on Twitter and other social media.

Example: Skincare company Rodan + Fields promoted #RFGoNaked day on July 25, 2014, encouraging people to share pictures of themselves without makeup. By having participants wait to post their photos until that specific day, the company allowed the hashtag to trend and draw the attention of a wider audience.



¹⁰ Carly Miller, "Does Censorship Kill the Appeal of User-Generated Content?" Contently, May 19, 2016, <https://contently.com/strategist/2016/05/19/does-censorship-kill-the-appeal-of-user-generated-content/>

3. REFRESH AS NEEDED

If you do run longer campaigns, be sure to change things up from time to time. For instance, you might switch your submission theme to keep people interested and entice new users to submit content.

Example: Clif Bar printed the hashtag #MeetTheMoment on the packages of its products, inviting consumers to take a photo of where they were traveling or hiking and share it by using the hashtag. As a result, the company built a visual travelogue of customers' adventures across the world. For every photo submitted, Clif Bar also donated \$1 to an environmental nonprofit, which changed each month of the campaign.

4. PROVIDE UNIQUE AND HELPFUL TOOLS

Use tools to make it easy and fun for users to participate in your campaign. These might be as simple as a hashtag they can tweet out with their submissions. This strategy benefits your brand, because it helps ensure that the unique look of the content will lead curious observers back to your campaign.

Example: To promote its big annual event, TEDxPortland, whose theme centered around the idea of “perfect,” invited people to submit images that represented their idea of what “perfect” is. To make this as easy as possible, the TEDxPortland mobile app featured a tool

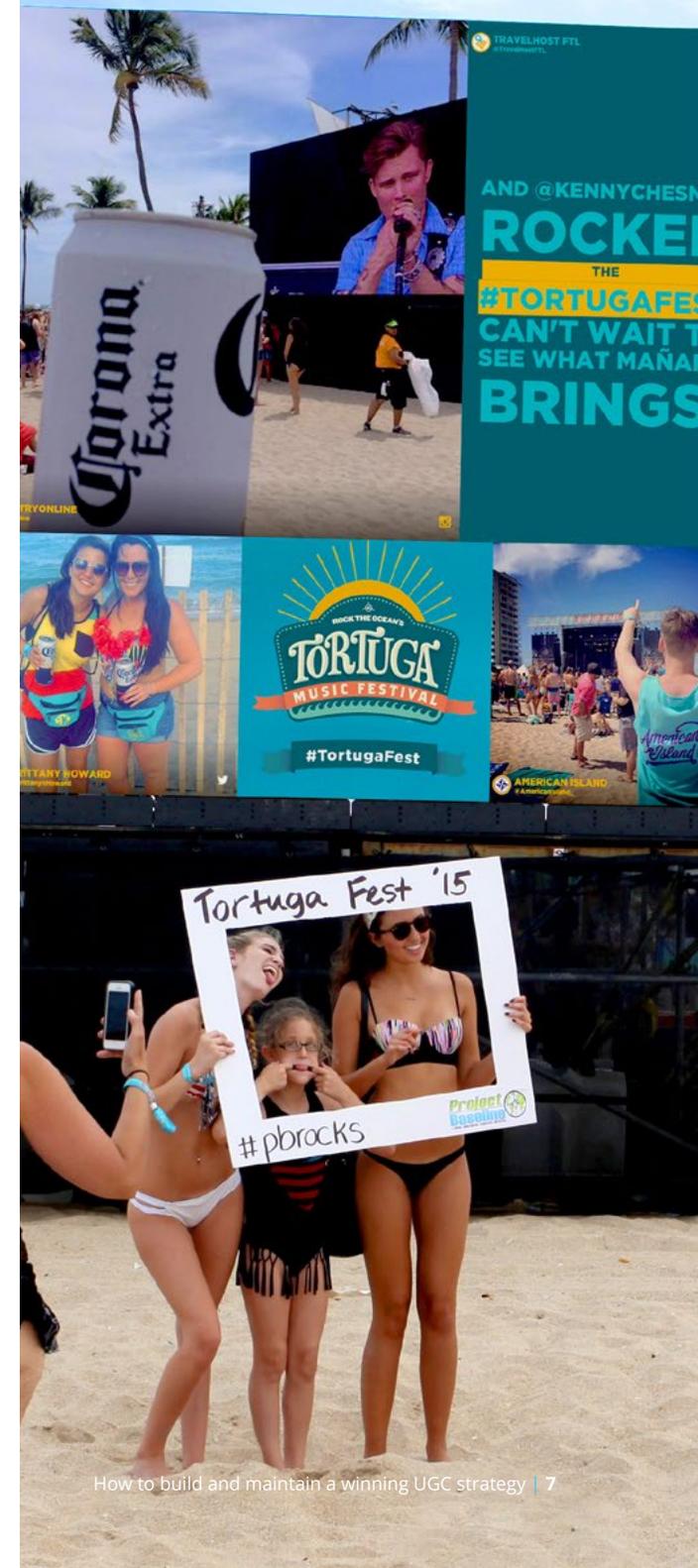
that put a filter on these images and overlaid them with the word “Perfect.” As a result, when the submissions were posted on social media, they had a unified look that helped intrigue outside viewers and increase participation.

5. CURATE YOUR OWN GALLERY

When you set up a gallery of submissions, either online or in-store on a screen, don't feel obligated to feature every last piece of content your users have generated. Just remember this maxim: Quality over quantity. Use your judgement, and think about the kind of content that is likely to attract a wider audience.

For instance, through social listening, you can understand what kind of images and videos people share, and see if any of your UGC submissions match up with those criteria. Or, you can always leave it up to the consumers themselves by having people vote on their favorites via your website or social pages.

Example: Electronics manufacturer Belkin partnered with LEGO to create a phone case with LEGO studs covering the back. To promote the products, the brands encouraged fans to build creations with their phone cases and submit them to be featured on a social hub. Instead of publishing all of the content, Belkin and LEGO chose the most innovative designs, including a little LEGO movie theater.



6. REFLECT THE BRAND LIFESTYLE

It's easy to ask fans to take a photo of your product and post it on social media. But that just tells you about the product, not the consumer. A more compelling strategy is to ask fans to share content that reflects the experiences and lifestyles that your product supports.

Example: Outdoor clothing retailer Poler invited customers to submit photos of their camping adventures by using the hashtag #CampVibes. Select images were featured in the brand's retail stores and on its website. Every now and then, you'll see a product in the photo, but the campaign is more about promoting a culture of adventure and a love for the outdoors.

7. PROVIDE AN EXCLUSIVE PERSPECTIVE

If you're doing it right, customers crave an inside, behind-the-scenes look into your brand. To provide that sort of access, remember that UGC doesn't just have to come from fans, but can be generated by official influencers. Think photos and exclusive content from product launches and other important brand events.

Example: This past year, MichaelKors.com featured an #AllAccessKors section below the video feed of its seasonal runway shows. The

section was filled with on-stage and behind-the-scenes photos, and quotes from top influencers at the events. This was a strong campaign because, while it featured social content, it was formatted and presented in a way that seamlessly integrated with the refined look and feel of the rest of the website.

8. KEEP THE RULES SIMPLE

It can be tempting to go overboard while drafting contest rules and submission requirements, but it's important to keep it simple for your users. At the end of the day, you want people to participate. Concentrate on making it as easy as possible for them to do so.

Example: Travel company Contiki asked fans to create a six-second video about a travel destination on their bucket list, and the winner of the contest got to go on their dream vacation. The idea was incredibly creative without being overly complicated.

9. REMEMBER TO ENGAGE

After you launch your campaign, don't forget to jump onto your social networks and engage with fans who are submitting content. Thank them and compliment them on their submissions, or

start a dialogue to keep the conversation going. You can even try to encourage fans to engage with each other, and get other friends involved with the content as well.

Example: Warby Parker will send customers five pairs of glasses to try on for free at home. To promote this program, the brand encourages users to post photos of themselves wearing their glasses. As a result, the customer gets feedback from friends about which glasses look the best, and Warby Parker generates brand awareness.

10. FEATURE UGC OFFLINE

Here's a common question from marketers: "Once I collect my user-generated content, what do I do with it?" As mentioned, you can curate and post that content on your social channels or website. But don't forget that you can also use this content offline (with permission; see p.12). For instance, you might consider displaying the content at live events, on screens in your store, at conferences, or even in print publications. By bringing that social content to new stages and platforms, you can reach new audiences effectively.

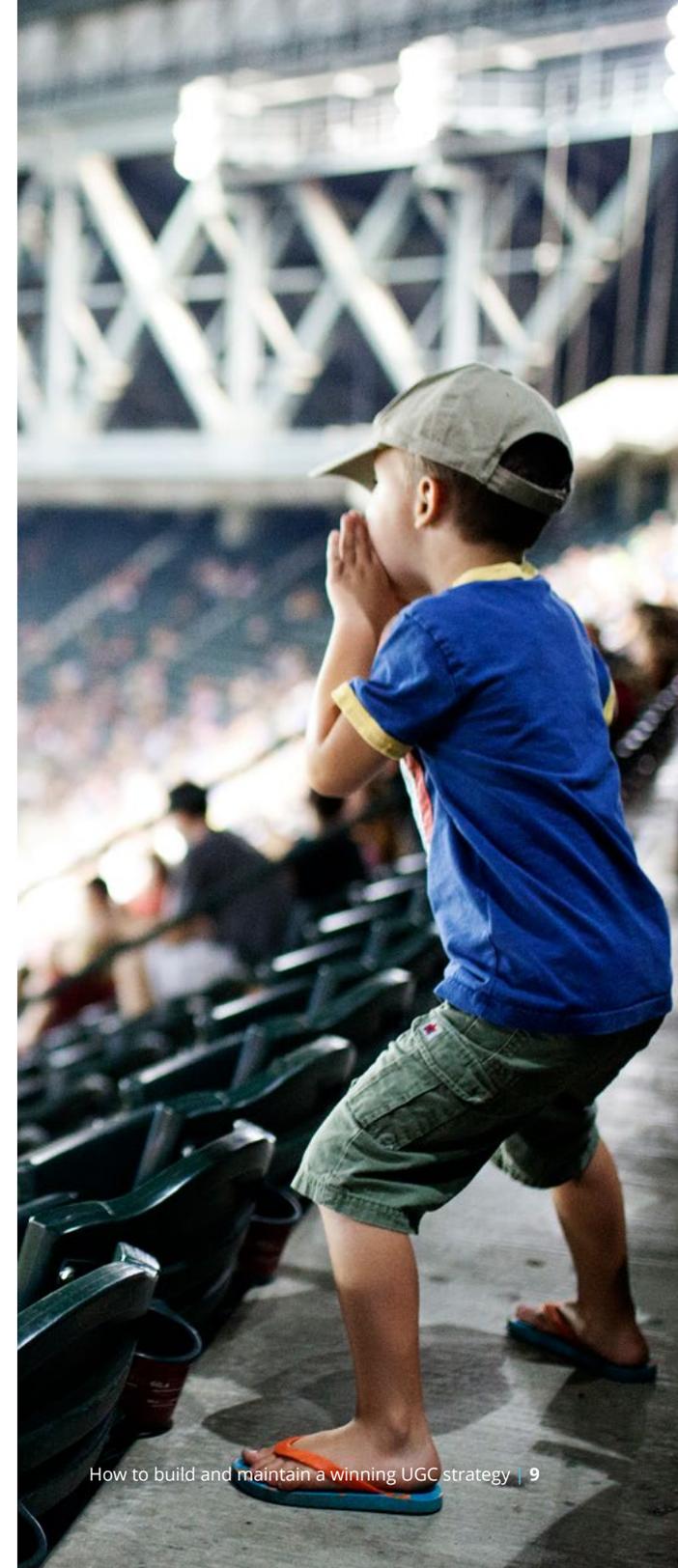
Here are a few examples of offline UGC displays that turned heads and drove success:

- At its 2015 event, [TEDxPortland](#) set up large-screen displays that showed user-generated social content from TED events around the world, as well as the hashtags for the current event and invitations for attendees to post and share. The displays helped drive over 4,000 posts using the event hashtags, resulting in nearly 845,000 impressions.
- IMEX installed branded social displays on the floors of its massive events in Frankfurt and Las Vegas. The displays, which featured posts with the show's official hashtag, encouraged attendees to discuss the event on social. This strategy generated 7,500 posts in Frankfurt and 13,200 in Las Vegas – resulting in millions of social media impressions overall.

CREATING USER-GENERATED SUCCESS

According to the Content Marketing Institute, 70% of B2C companies budgeted UGC in 2015.¹¹ That means competition in the space is hot, and it's more important than ever to make sure your content stands out – not just among your consumers but also across social platforms in general.

The best way to find success with UGC is to listen to your audience and figure out the strongest strategy for your brand. How can you generate interest in your campaign? How can you make it as easy as possible for people to participate? Where are the best places to distribute your content?



¹¹ Joe Pulizzi and Ann Handley, Content Marketing Institute, "2015 Benchmarks, Budgets, and Trends – North America," October 1, 2014, http://contentmarketinginstitute.com/wp-content/uploads/2014/10/2015_B2B_Research.pdf

LESSONS LEARNED

10 Tips for Building an Effective UGC Strategy

1. Understand the risks of launching a UGC campaign.
2. Pick a day or a short, specific time frame, for your UGC campaign and build anticipation around it.
3. Refresh your content regularly, especially when you're running a long-term campaign.
4. Provide fun, helpful tools like hashtags, photo filters, or other customizations that give your campaign a unique, recognizable look and feel.
5. When displaying your UGC, either online or in-store, be thoughtful and selective about what you display.
6. Don't just ask users to share photos of your products; ask them to share content that reflects your brand's lifestyle.
7. Tag in official influencers and have them create a behind-the-scenes look of product launches or other brand events.
8. Keep your contest rules and submission requirements simple – make it easy for users to get involved.
9. Engage with users that submit content, keep the conversation going, and build out the relationship.
10. Show off your UGC at live events, on screens inside stores, or even in print publications.

Chapter 3

How to Create Your First UGC Campaign

To take advantage of the 3.5 billion photos shared daily on social media channels, brands can curate existing content from social channels, run contests (or just ask) for submissions, or partner with influencers to reach new audiences.¹²

Easier said than done, though, right? When you bring UGC into the marketing mix, complicated legal matters can arise around getting permission and posting disclosure. And since you don't have full control over the content being produced, your internal stakeholders should create clear guidelines for soliciting and selecting content that sticks to the brand image and values. That's why, before you launch your UGC campaign, you need to take these three crucial steps.

1. DO YOUR RESEARCH

Before you start fleshing out your strategy, it's important to listen to your audience and tap into online conversations. Most likely, there's already UGC out there about your brand; you just might not know it. You could take several hours to comb through social channels and news feeds, but it would be more efficient to use a social listening tool that can simplify this process for you.

Through this research, you should also start to understand your different audience segments. At Sprinklr, we take the "1-9-90" approach. Here's what that looks like:

- 1% of your audience are influencers and bloggers. These people have large followings and niche audiences that you can tap into through partnerships.
- 9% of your audience are brand advocates. This is your brand's sweet spot, since these customers are already creating UGC. They're often vocal about their passion for your brand.
- 90% of your audience are fans and followers. They may not be particularly active, but you usually just have to ask them to join the conversation. For instance, you can prompt them to tweet their own photo with a certain hashtag.

Only by conducting this research can you effectively plan to join existing conversations, start new ones, and enhance your marketing message with UGC.

2. SET BRAND GUIDELINES

With a wealth of UGC out there, it's important to make sure your marketing team is on the same page about what content they want to promote.

For instance, how will your team select and curate the best content? It's important to develop a campaign brief that explains exactly what meets your brand guidelines and voice. You should also have a good governance system in place to ensure all of your content can be seamlessly approved for distribution across your social media channels.

Finally, you should set up your goals, KPIs, and metrics before you launch your campaign. After all, if you don't know what you want to get out of your strategy – or how to measure performance – how will you know if it's working? Your goals might include reaching 1,000 submissions or 5,000 shares, or increasing followers on your social channels.

With brand guidelines and KPIs in place, you'll be best prepared to achieve your UGC objectives.

¹² Mary Meeker, Kleiner Perkins and Caufield Byers, "Internet Trends 2016 – Code Conference," June 1, 2016, <http://www.kpcb.com/internet-trends>

3. GET PERMISSION FROM USERS

If you want to repurpose or even edit users' content, it's vital to get their permission and make it completely clear what you plan to do with their work. Otherwise, you can upset your customers (who may take legal action) and destroy relationships you've worked hard to build.

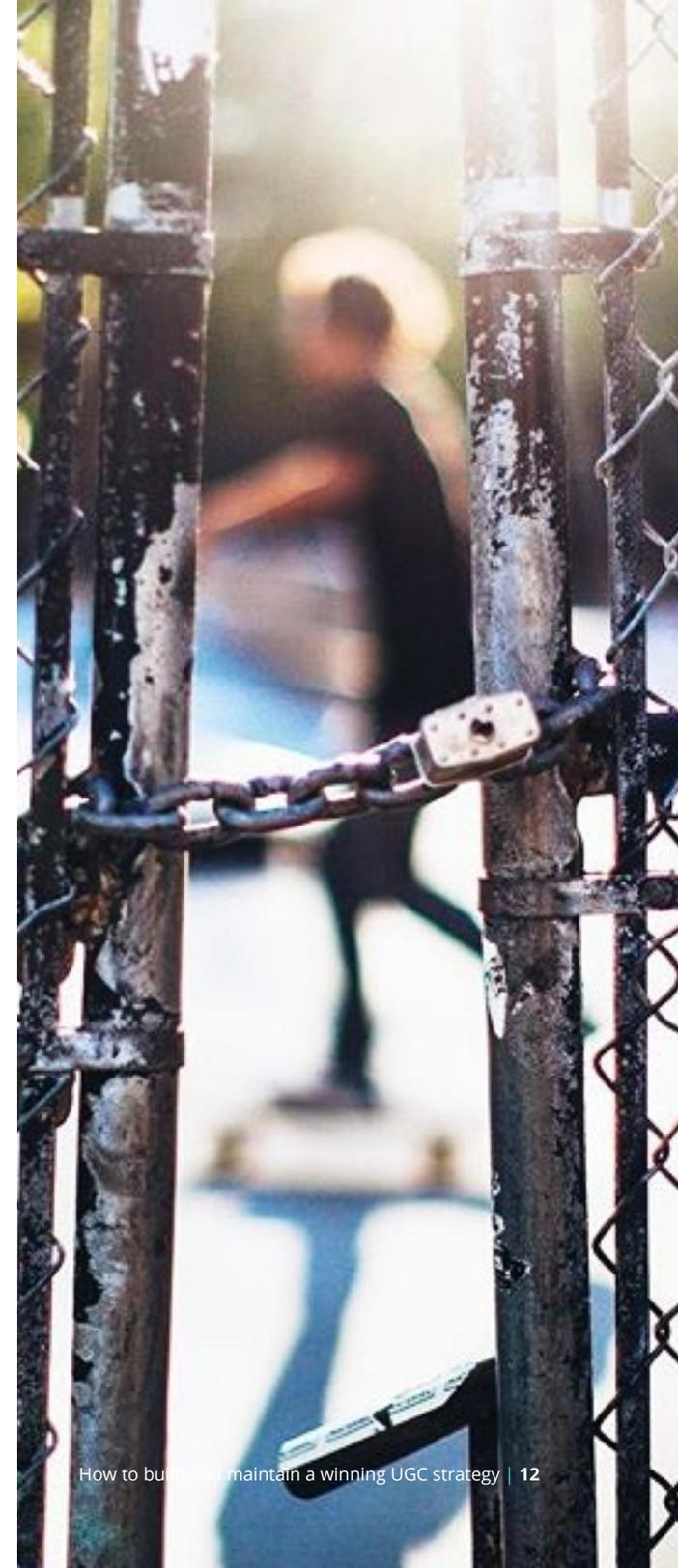
To avoid any such mishaps, let's look at three situations in which you'd need permission to use people's content, and solutions for each. Of course, these are suggestions and you should review the details of every campaign with your legal counsel.

- Running a contest. This one is relatively straightforward: make sure you post the rules, regulations, and potential uses for any content on your contest site. This way users can read them before they participate and they fully understand how their content will be used.
- Picking individual pieces of content to use or feature. Say you're scrolling through Twitter or Facebook and sourcing for content, and you come across a great image. You need to get permission to use

the image for promotional purposes. The easiest way to do this is to send them a direct message with a link to a landing page where they can read the terms and conditions. From there, they can approve or decline to give permission. By reaching out to users directly with these forms, your legal department will also have an audit trail to reference if any issues come up.

- Working with influencers. The FTC has recently cracked down on how brands work with celebrities and pseudo-celebrities alike. If you're giving anything to influencers to feature your brand or products in their posts (whether it's samples, loyalty points or just cold, hard cash), you need to make sure that they disclose this information to their audiences. There's nothing wrong with leveraging influencer content, just make sure that you're transparent about the arrangement.

As long as you take the proper precautions, working with UGC can be a smooth process. Just make sure you're explicit about where and how you plan to use the content, and always get the creator's permission.



Chapter 4

Companies Getting It Right

Before the social media landscape was as densely populated as it is now, UGC was in its infancy, too. In 2006, Facebook was two years old, YouTube was still a novelty, and Snapchat was years away from being born.

At the time, email was more or less the only way to spark a viral online campaign. That's how OfficeMax launched Elf Yourself, a program that let people star in their own silly, interactive holiday ecards. Ten years later, the program is still running and has collectively generated over half a billion shares.¹³

Elf Yourself stands as one of the most impressive UGC campaigns of the digital age. But imagine if it launched at a time when Facebook had over one billion users, Instagram had over 400 million users, Twitter had over 300 million users, and all of these platforms were available at your fingertips for free?¹⁴

Thankfully for marketers, that time is now. And you could be taking advantage of those numbers.

UGC strategies can be as simple as encouraging people to leave reviews on your website, like Airbnb does, or as complex as orchestrating a contest across several social networks. For instance, National Geographic's Wanderlust contest invited users to "capture glimpses of the unforgettable people, places, and experiences that have impacted their lives" and share their images or videos on Instagram and Facebook with the hashtag #WanderlustContest.¹⁵ Participants had a chance to win a trip to Yosemite National Park for a National Geographic Photo Expedition.

On top of those examples, here are two brilliant UGC campaigns marketers can learn from.

AT&T & WATTPAD: WRITING WITH GRACE

YouTube star and New York Times best-selling author Grace Helbig created a new novella this year. But unlike her previous books, this one had a "novel" twist: she wrote it with her fans. And it was all brought to you by AT&T.¹⁶

Every Thursday on her YouTube channel, Helbig announced prompts for the next chapter of her book, *Freak Week*. Viewers had a few days to submit their chapters on Wattpad using the hashtag #WritingWithGrace. The winning chapter (and some fun honorable mentions) were announced in the following week's video.

As a grand finale, Helbig and friends did a live reading of the novella at VidCon. And, oh right, the branding! It's all a part of AT&T's Hello Lab initiative, in which the company partners with 10 social influencers to create unique content.

¹³ Marta Kagan, HubSpot, "The Top 10 Most Remarkable Marketing & Advertising Campaigns EVER [Slideshow]," January 10, 2013, <http://blog.hubspot.com/blog/tabid/6307/bid/34027/The-Top-10-Most-Remarkable-Marketing-Campaigns-EVER-Slideshow.aspx#sm.000007jx0yy5ibczfzpet8m4y5il>

¹⁴ Adweek, "Here's How Many People Are on Facebook, Instagram, Twitter, and Other Big Social Networks," April 4, 2016, <http://www.adweek.com/socialtimes/heres-how-many-people-are-on-facebook-instagram-twitter-other-big-social-networks/637205>

¹⁵ Mariah Demery, Canonball, "The Power of User-Generated Content in 2015," January 14, 2016, <http://canonball.com/the-power-of-user-generated-content-in-2015/>

¹⁶ Geoff Weiss, Tubefilter, Inc., "YouTube Star Grace Helbig Is Writing an Interactive Novella With Her Fans," March 25, 2016, <http://www.tubefilter.com/2016/03/25/grace-helbig-interactive-novella-freak-week-att-hello-lab/>

By looking at the hashtag on Wattpad, you can see that nearly 500 people submitted stories for the contest. While that may not seem like a lot, remember that these users aren't just clicking a button to share a post. They're taking hours out of their days to engage with this content and churn out their own creations. That's a massive commitment for a consumer, and a big win for everyone involved: Helbig engages with her loyal fans; fans have a chance to contribute to a celebrity's book; Wattpad signs new users and generates new stories; and AT&T is associated with a project that allows people to use their imagination and create amazing stories.

STARBUCKS: WHITE CUP CONTEST

In April 2014, Starbucks turned its iconic white cup into a blank canvas. Consumers were invited to doodle on their cups and submit their original designs on social media with the hashtag #WhiteCupContest.¹⁷

The winner, Brita Lynn Thompson, had her design printed on a limited-edition Starbucks reusable plastic cup. Thompson also received recognition on the Starbucks blog and social media, promotion for her Etsy store, and a huge boost in launching her career as an artist.

Starbucks reaped the rewards of the contest, too. Through this UGC campaign, the brand generated 4,000 submissions in just three weeks. And since all submissions had to be posted on social media, Starbucks generated a significant amount of impressions. Given the grand prize, the company also drew attention to its sturdy, reusable cups, which are part of its initiative to promote sustainability. Most importantly, however, this contest was a way for Starbucks to tell customers that their vision, art, and voices are important, and that the brand is listening.

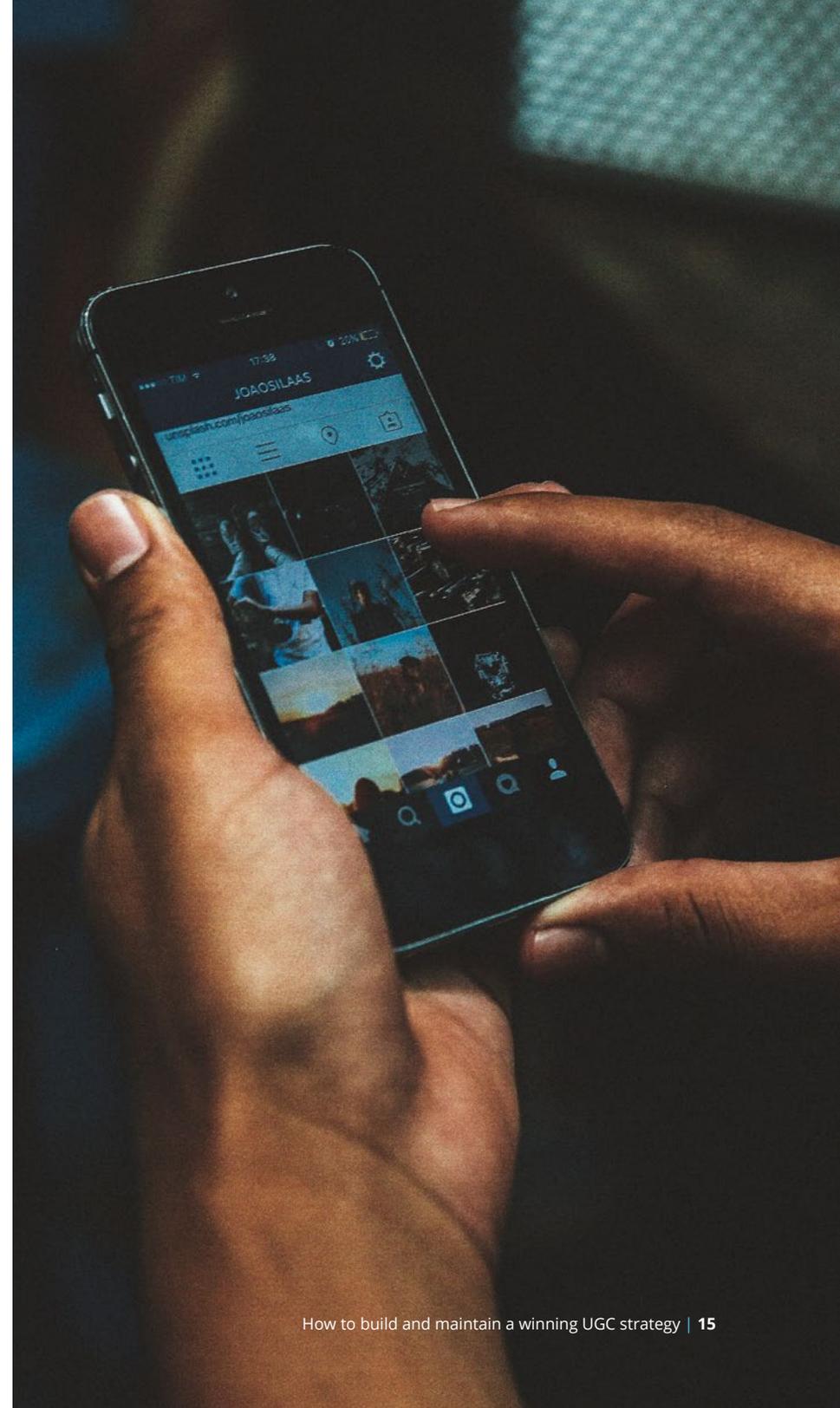


¹⁷ Starbucks, "Starbucks Announces the Winner of its White Cup Contest," June 23, 2014, <https://news.starbucks.com/news/starbucks-announces-the-winner-of-its-white-cup-contest>

Final Thoughts

UGC campaigns empower companies to reach consumers in a fundamentally new way, especially across the digital platforms that grow in popularity each and every day.

For those getting started on their first few campaigns, jumping into UGC can feel daunting. But with the right approach and strategy, brands of all sizes can engage customers with an unprecedented sense of authenticity. By doing so, companies can drive heightened attention from consumers, but also real, positive business results.





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About Sprinklr

AN EXPERIENCE CLOUD™

In the age of the connected and empowered customer, we know that the customer's experience matters...a lot.

That's why Sprinklr offers the world's only enterprise SMMS Experience Cloud technology platform, purpose-built to help large brands create, manage, and optimize valuable social experiences that customers will love, across 20+ social channels and brand websites.

Unlike point solutions or disconnected cloud services, only an Experience Cloud allows brands to consistently deliver valuable customer experiences at every social touchpoint.

Sprinklr:

- Helps enterprise brands connect with an exploding number of social customer touchpoints
- Is channel-agnostic with a social core
- Provides a complete, integrated, and collaborative set of social capabilities for managing social media, brand websites, content, paid advertising, and listening
- Enables employees of large brands to collaborate across silos in a secure and scalable way
- Integrates with and extends existing IT investments
- Is purpose-built to put the customer experience at the center of the enterprise, where it belongs

With more than 1,100 employees in 10 countries, serving more than 1,000 brands, we help the world's largest companies create valuable experiences for their customers every day.