

SOCIAL MEDIA LEADERSHIP PORTFOLIO

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I build social media programs that generate measurable business impact - not just awareness, but sales, adoptions, registrations, qualified pipeline, community, and organizational trust.

ABOUT THIS PORTFOLIO

Five case studies. Fourteen years. One consistent pattern: social media built as a durable business system, not managed as a content calendar. Every program documented here was designed to outlast the moment that created it, and they did.

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CASE STUDY 01

Building AWS Social from Scratch

Amazon Web Services (AWS) • Head of AWS Social Media Marketing • 2013 – 2020

Enterprise Governance	Team Development	Sprinklr Architecture	Global Ops	Attribution Modeling
60+	8	7	50+	
Global accounts governed	Team members, all promoted	Years of sustained growth	AWS Heroes infrastructure built	

SITUATION

When I joined Amazon Web Services in 2013, there was no social media function. Over 50 existed, created by developers and engineers who decided to start posting whenever they felt like it. There was no strategy, no governance, no brand voice, and no accountability. Legal and PR were alarmed. Marketing was embarrassed. The service teams were thrilled because nobody was telling them what to do.

CHALLENGE

The assignment was to build an enterprise-grade, globally scalable social media operating model inside one of the world’s most scrutinized technology companies. That meant simultaneously winning over a legal team that wanted to shut social down, a marketing organization that had lost confidence in the channel, and service teams that saw governance as a threat to their autonomy.

Headcount at Amazon requires an independent business case for every single role. I could not rely on the existing management chain, since their priorities were elsewhere. The prevailing attitude of “we have digital marketing managers, so they should be able to do this” was an additional structural obstacle to overcome.

ACTIONS

- Built social media policy and training that empowered employee participation while establishing clear guardrails, turning governance from a threat into an enabler
- Implemented Sprinklr as the central operating system: removed native account access, centralized all passwords and 2FA, built role-based permissions, automated flagging for restricted terms (competitor names, the word ‘free’, pre-announcement language), and enabled global publishing pause during service incidents
- Partnered with data science to build attribution infrastructure tracking the customer journey from social post through email, webinar, event, and service adoption, enabling downstream ROI measurement that justified investment
- Secured team headcount region by region, building individual business cases for country marketing heads and demonstrating how a dedicated social resource would drive measurable impact for their market
- Hired and developed all 8 team members from scratch, including Serena Mozafari, a co-op student who I identified for her pattern recognition instincts in social data, advocated for full-time conversion, promoted from L4 to L5 in a unanimous decision, and continued advancing after my departure
- Identified and elevated 50+ respected technical voices as community educators and influencers, establishing the recognition infrastructure that later formalized into the AWS Heroes program

- Standardized reporting labels and tags across all accounts so content from different accounts could be analyzed in the same report regardless of publisher

RESULTS

- Organically grew @AWSCloud to become the #1 cloud computing handle on Twitter with over 1.5M followers within the first year of the program
- Built AWS's global social operating model from zero, replacing rogue, developer-run accounts with a governed, accountable, enterprise-ready function across 60+ managed accounts
- Every team member promoted at least once during tenure; the development was real, not proximity to an advocate, team members continued advancing after I left
- Made #reInvent trend on Twitter across the United States through coordinated content, attendee participation, and pre-work placing the hashtag on event badges and signage
- Converted legal and PR from program opponents to active collaborators through accountability-first governance design
- Built social attribution infrastructure that enabled downstream ROI measurement tied to service adoption, shifting the investment conversation from brand awareness to business impact

THE MOMENT IT MATURED

"When I made #reInvent trend on Twitter during one of the AWS conferences across the US. It was a combination of good content, attendee participation, and pre-work I had done with the event team to get the hashtag placed on badges and signage. That does not happen by accident, it happens because the program is healthy enough to move a national metric."

CASE STUDY 02

From Dormant to 408% Registration Growth

Zeta Global • Director of Social Media • Oct 2021 – Jan 2023

Event Social Strategy

Influencer Management

Employee Advocacy

Paid Amplification

Post-IPO Reset

408%

YoY event registration growth

1,200+

Employees activated as advocates

30+

Named public figures managed

+53.7%

Instagram follower growth

SITUATION

The social program was a borrowed resource from the agency side of the business; a team focused on paying clients with little bandwidth for corporate social. There was no dedicated workflow, no strategy, and a CEO with a very specific vision: an Instagram account with hundreds of thousands of followers in its first week. The CEO was connected to celebrities and had no frame of reference for what organic social growth required.

CHALLENGE

Building a functioning social program from scratch while managing unrealistic executive expectations, offloading a slow and expensive external agency, and preparing for Zeta Live, the company's flagship event, simultaneously. An early organizational lesson: a special meeting had to be held to explain to leadership that branded organic content cannot reach all users of a platform. The assumption that enough shares could replace paid amplification was widespread and had to be changed before the strategy could work.

ACTIONS

- Offloaded the slow and expensive external agency and built an in-house execution capability with clear workflows and approval processes replacing the borrowed-resource model
- Built a full campaign architecture for Zeta Live 2022 based on audience data from prior events, employee advocacy running across LinkedIn and Twitter, and a refined paid strategy split between platforms based on real data, not executive preference
- Managed creative and approval workflows for 30+ named public figures simultaneously, including John Sculley, Tarek El Moussa, Sir Martin Sorrell, and Billy Zane; added a personal review step to every creative asset after one speaker returned content noting a title error, continued catching errors at every subsequent review
- Activated 1,200+ employees as an internal influencer tier through an employee advocacy program that extended campaign reach through personal networks on LinkedIn during every major initiative window
- Deployed paid split between Instagram, LinkedIn, and Twitter to reach marketers and enterprise leadership not already following Zeta, allocating against audience data rather than channel preference
- Overhauled multi-party email-based approval chain into a role-specific governance process that improved publishing velocity

RESULTS

- Delivered 408% year-over-year increase in event registrations, with social positioned as the leading channel for non-customer lead generation, reaching audiences email could not
- Drove audience growth across all primary platforms in 2022: Instagram +53.7%, Twitter +46.5%, LinkedIn +17.5%
- Activated 1,200+ employees as a scalable internal influencer tier, extending campaign reach beyond brand account limitations
- Eliminated the external agency model entirely, building in-house execution capability that reduced costs 20% while improving platform-specific execution quality across LinkedIn and Instagram.
- Rebuilt the social program from a borrowed-resource model to a fully governed, in-house operation within one year

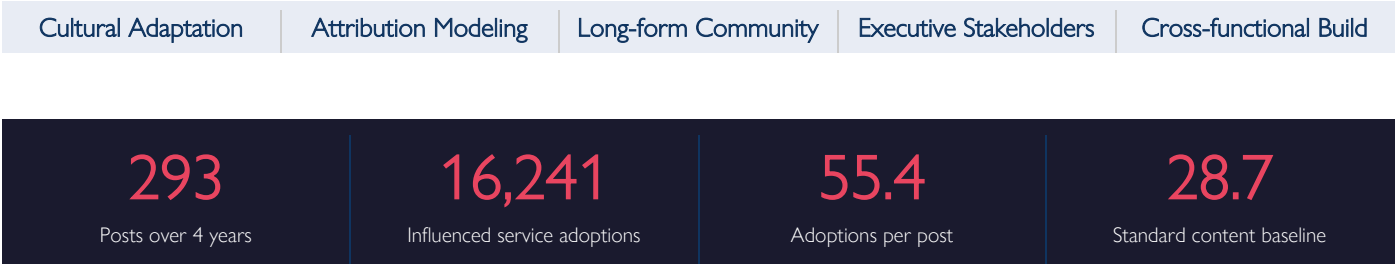
WHAT I AM MOST PROUD OF

"The animated speaker announcement template I designed for Zeta Live. I needed something that could support between one and five speakers with names, company logos, and titles, that would still look like a big moment whether it was one person or five. Getting the motion right so it captured attention was the creative challenge. Getting the approval process around 30+ public figures right was the operational one. Both worked."

CASE STUDY 03

The Manga Program: Cultural Intelligence at Scale

Amazon Web Services (AWS) • Head of AWS Social Media Marketing • 2015 – 2019



SITUATION

The AWS Japan marketing team was struggling to gain new customers. Local cloud computing adoption was slow. The AWS console was primarily in English. Developers in Japan were nervous about adopting a technology that felt foreign in language and culture. Standard global content, US-timezone webinars, English case studies, product announcements, was not resonating. The team needed something regionally relevant that would reach the audience they were trying to build.

CHALLENGE

The format was wildly off-brand for AWS and they opposed it. Proposing a serialized manga comic series to global leadership as the strategic response to a cloud computing adoption problem. Global leadership did not understand manga or why a comic format would be appropriate for a technology brand. Making the case required both the Japan team’s support and a commitment that the program could be stopped at any time if results did not materialize.

ACTIONS

- Identified the manga format during a visit to a Japanese convenience store where an educational comic teaching Excel demonstrated that this demographic would receive technical information in this format
- Built the proposal with three risk-reducing commitments: Japan team funds it entirely, first issue is a pilot with no commitment to more, and measurement infrastructure will track actual impact
- Managed the full operational build: engaged Japanese agency for artwork, worked with Japan team members on narrative script, reviewed and integrated product content, circulated approvals in English, managed social publishing and measurement while Japan team handled translation and PR
- Navigated executive approvals including Jeff Barr (enthusiastic, delighted to be featured) and Andy Jassy (declined with a single word, the storyline was adjusted accordingly)
- Hired a Japan-based social media manager to own the program as scope grew, provided additional creative resources for other Japan social needs, and helped her prioritize as Japan leadership wanted the program to keep running while also requesting other content
- Partnered with the AWS data science team to build attribution infrastructure that tracked the customer journey from social post through email, webinar, event, and service adoption, enabling fractional credit assignment across channels

RESULTS

- Program ran for four years across 293 posts, sustained by authentic characters, community-requested product coverage, and a narrative that Japanese developers found genuinely relatable
- Delivered 55.4 influenced service adoptions per post versus 28.7 for standard brand content, nearly double the baseline, measured through attribution infrastructure trusted across the entire AWS organization
- 16,241 total influenced service adoptions attributed to the program across its four-year run
- Built and proved the thesis that social media is global, but performs best when it is regional and relevant, a principle applied to every program
- Established a model for culturally adaptive content that influenced how AWS approached regional social strategy across other markets

WHAT THIS PROGRAM TAUGHT ME

"Right place, right time, plus a passion for comics that gave me an inspiration during a moment when we needed something regionally relevant. The data confirmed what I have always said: a post that resonates with its audience, that reaches them on an emotional level, will always outperform a post that was designed for a different one. Social media is global. But it is best when it is local."

CASE STUDY 04

Enterprise Paid Social: Performance Marketing at Scale

Amazon Advertising • Head of Social Media • Aug 2020 – Oct 2021

Paid Social Strategy	Campaign Architecture	CPC Optimization	Channel Definition	B2B Demand Gen
21M+	\$1.33	50-75%	\$0.75	
Impressions on \$100K budget	Blended cost per click	CPC reduction across programs	Cost per visitor, Facebook	

SITUATION

Amazon Advertising had reorganized its marketing group. The original social media program was being treated as a secondary messaging channel, content repurposed from emails and web pages, no audience strategy, no paid infrastructure, and no measurement tied to business outcomes. The reorganized group was targeting enterprise advertisers and expanding into Prime Video and Twitch advertising. The gap between where the program was and where it needed to be was significant.

CHALLENGE

Building a performance-grade paid social function without guaranteed headcount, inside a politically complex environment where the team responsible for measurement infrastructure sat in a separate, underfunded division. The challenge was building credibility as a performance channel in real time, while the tools needed to validate that credibility were still being constructed.

ACTIONS

- Architected the Sponsored Products education campaign as a full funnel: high-reach awareness content at the top, mid-funnel explainers in the middle, traffic-driving assets tied to landing pages at the bottom, and retargeting based on engagement behavior throughout
- Ran disciplined creative testing that isolated variables systematically: headlines, CTA positioning, color treatments, motion versus static, educational framing versus product framing, audience targeting segments
- Conducted weekly pacing reviews to identify underperforming creative and audiences, pausing low performers, shifting spend toward stronger combinations, communicating changes transparently to requesting teams with data and the option to reactivate
- Led the organization's first paid Instagram tests: built the case with audience data, pitched as a test-and-learn opportunity with the option to stop, confirmed Instagram as a high-reach mid-funnel channel at \$2.34 per page visitor
- Ran vertical-specific campaigns across finance, automotive, and consumer goods to identify the most efficient demand channel by audience segment, Facebook confirmed at \$0.75 per visitor
- Migrated operations into Sprinklr for centralized governance, auditability, and leadership-ready performance reporting, evolving social from a reactive request model to a governed planning operation

RESULTS

- Directed Sponsored Products education campaign generating 21M+ impressions, ~73K clicks, and 11.6K page visitors at \$1.33 blended CPC and \$8.31 cost per page visitor on a ~\$100K budget
- Reduced cost per click 50-75% across multiple programs through weekly pacing reviews and disciplined audience reallocation
- Defined Instagram's role as a high-reach mid-funnel channel and Facebook as the most efficient demand channel, giving the organization a data-backed channel strategy for B2B social investment
- Shifted performance reporting from vanity metrics to downstream business movement: traffic quality, educational consumption, and advertiser intent
- Extended major industry moments, AdCon, AdWeek, Cannes Lions, Prime Day, into coordinated always-on coverage across pre-event, live, and post-event phases

THE OPERATING PRINCIPLE

"Enterprise B2B social fails when teams optimize for engagement instead of business movement. Every campaign decision here was anchored to a downstream question: did the advertiser learn something, go somewhere, or do something as a result? When you report against that standard instead of likes and impressions, the investment conversation changes entirely."

CASE STUDY 05

Governance, Performance & Transformation

Fluor Corporation • Senior Social Media Manager • Apr 2023 – Sep 2025

Enterprise Transformation	Governance Build	AI Workflows	Content Strategy	Executive Social
133%	-52%	15%		8
CTR increase	Post volume reduction	Beyond Building engagement rate		On-site job offers from one campaign

SITUATION

Fluor is a global engineering and construction company with more than a century of operational history, and a culture built on risk management and process discipline. When I joined in 2023, the social program was run by a content manager whose primary role was copywriting. Approvals required three to six levels depending on content type. The employee social media policy, last updated twelve to thirteen years prior, effectively discouraged employees from using social at all. Leadership was, in honest terms, terrified of social, specifically afraid of being mocked or criticized publicly.

CHALLENGE

Transforming a compliance-first, bulletin-board publishing operation into a campaign-based, performance-led social function inside one of the most risk-averse environments possible. Within three weeks of joining, I walked into an executive social presentation built on briefing information that turned out to be inaccurate, the first executive had never been consulted, had no idea what LinkedIn was, and was visibly upset. The program had to be rebuilt from that moment.

ACTIONS

- Closed the deck in the executive meeting, acknowledged the bad information without deflecting blame, redirected the conversation to what social could do for his group, that conversation became the origin of the Meet the FMT video series
- Reduced post volume 52% by implementing campaign-based content strategy: every content request was either integrated into an existing campaign or declined with an alternative, including weekly 'Top Jobs' posts that LinkedIn was flagging as spam
- Built the executive leadership video series into a short-form, human-centered format with clear production standards, achieving 52% CTR increase and 44% engagement lift YoY
- Launched Beyond Building carousel series through cross-functional collaboration with the communications team, leveraging social listening data showing Fluor's projects were perceived as environmentally harmful, series achieved 15% engagement rate, three times the organizational average
- Deployed a rapid-response recruiting campaign from brief to launch in one week: built LinkedIn audience targeting by job title, generated new graphics replacing generic 'We Are Hiring' assets, launched paid and organic in parallel, delivering 275+ resumes, 80 qualified career fair attendees, and 8 on-site job offers

- Served on Fluor's AI Steering Committee, explained generative AI to a group with little direct experience, advocated for communications use cases, and defined the governance policy: AI generates the initial draft, human review required before publication
- Operationalized AI-assisted workflows using ChatGPT to generate 15-20 structured draft variations per campaign brief, accelerating production while preserving brand control
- Pushed through Fluor's updated employee social media policy, replacing a 12-year-old document that had effectively told employees not to use social

RESULTS

- Cut post volume 52% YoY while increasing CTR 133%, engagement rate 80%, and clicks per post 112%, proving that fewer, better posts outperform higher volume every time
- Meet the FMT video series: 52% CTR increase and 44% engagement lift YoY from a leader who initially said he would never participate in social media
- Beyond Building carousel series: 15% engagement rate, three times the organizational average, with performance driven by social listening insight rather than assumption
- North Carolina Recruiting campaign: 275+ valid resumes, 80 qualified career fair attendees, 8 on-site job offers from a campaign built and launched in one week with no prior paid social infrastructure in place
- AI governance policy established across the communications function, enabling use while protecting brand, legal, and security standards in one of the most risk-averse environments in the portfolio

THE MOMENT I WILL REMEMBER

"Walking into that first executive meeting with a deck built on wrong information, realizing it within the first thirty seconds, closing the deck, and redirecting the conversation in real time. He was upset. My manager said nothing. I was three weeks into the job. I decided the worst outcome was getting fired, and that was survivable. The conversation that followed became the foundation for one of the highest-performing content programs I built at Fluor. The pivot was the product."

WHAT I BRING TO YOUR ORGANIZATION

Every case study in this portfolio reflects the same operating philosophy: social media is most powerful when it is built as an integrated business channel, not managed as a content calendar. The programs documented here were designed with governance, measurement, and durability in mind.

SYSTEMS OVER CAMPAIGNS I build programs that outlast the moment that created them. Governance, training, measurement infrastructure, and team development are not overhead, they are the product.	DATA BEFORE OPINION Every budget reallocation, channel decision, and pushback to a senior leader is built on a number. The argument is always made. The recommendation is always clear.
GOVERNANCE ENABLES CREATIVITY The most creative work I have done happened because governance gave leadership enough confidence to say yes. A manga series. A human-centered leadership video series. Bold ideas approved because the infrastructure earned the trust.	THE FOUR-LEGGED TABLE Organic, paid, employee, and influencer. Remove any leg and the table wobbles. The organizations I have built programs for understand this. The ones that do not yet are the ones I am most interested in.

I would welcome the opportunity to discuss how these experiences apply to your organization’s specific challenges.

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