# *Social Media Marketing A Strategic Approach 2nd edition Barker Solutions Manual*

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# Instructor's Manual Materials to Accompany
## SOCIAL MEDIA MARKETING, 2E

## CHAPTER 2
## Goals and Strategies

## LEARNING OBJECTIVES

After completing this chapter, students will be able to:

- **Define a social media plan**
- **Explain the SMM planning cycle**
- **Describe each step in the SMM planning cycle**
- **Identify ways to listen and observe the social web**
- **Describe the Valid Metrics Framework and its role in setting SMM objectives**
- **Explain how to create social media strategies**
- **Detail how to link social media goals to actions**
- **Explain the importance of word of mouth as advocacy in SMM**
- **Identify best practices in developing social media strategies**

## TEACHING NOTES

### I. What is a SMM Plan?

**NOTE**: A social media marketing plan details an organization's social media goals and the actions necessary to achieve them. Discuss with students other plans they have encountered, perhaps even their program of study, and how plans are essential to success.

### II. SMM Planning Cycle

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**NOTE**: The Social Media Marketing Planning Cycle is an nine-step model for developing a social media marketing plan through a continuous process of listening, setting goals, defining strategies, identifying the target audience (market), selecting tools, selecting platforms and channels, implementing, monitoring, and tuning. Discuss each step in the process with students and how tuning leads back to a new cycle beginning with more listening.

**NOTE**: **Listening** to what people are saying about a company enables the organization to determine its current social media presence, which in turn guides the setting of social media goals and strategies to achieve them.

**NOTE: Setting goals** is done by pinpointing the location, behavior, tastes, and needs of the target audience and conducting a competitive analysis to determine an organization's strengths and weaknesses and the opportunities and threats in the environment.

**NOTE: Defining strategies** must be done on a case-by-case basis, using all available pertinent information.

**NOTE: Identifying the target audience (market)** enables a company to organize its marketing strategies to efficiently reach those most receptive and likely to become customers and even brand advocates.

**NOTE: Selecting tools** is accomplished by finding the social media sites where the target audience resides and then focusing the company's social media efforts on those platforms.

**NOTE: Selecting platforms and channels** identifies the paths by which content will be transmitted to the target audience. Social media platforms are the websites on which social media communications take place (i.e., Facebook, Twitter, others). Channels are broader entities composed of multiple platforms and other technologies (i.e., mobile).)

**NOTE: Implementing** is the process whereby the goals, strategies, target market, and tools are taken into consideration in creating actionable social media platform-specific marketing tactics.

**NOTE: Monitoring** is the process of tracking, measuring, and evaluating an organization's social media marketing initiatives.

**NOTE: Tuning** is the constant and continuous process of adjusting and improving the elements of the plan to maximize the chances of success.

## III. Listen and Observe: Five Stages

**NOTE**: During the listening and observing stage, marketers should follow conversations about a particular brand and company, its competitors, and the relevant industry on as

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many social media platforms as possible. Discuss with students the process for establishing accounts on various social media platforms and strategic selection of platforms for listening.

**NOTE**: It may also be useful to discuss tools within platforms such as search features and groups that make listening to conversations more targeted to the specific business.

**NOTE**: **Stage #1: The first stage is listening to and observing conversations about a particular company**. Listen to the conversations taking place on blogs, Twitter, discussion forums, websites, LinkedIn, Facebook, etc., to understand how the company is perceived. Both positive and negative remarks can show where opportunities may lie. Discuss with students how negative remarks can be useful to a business.

**NOTE: Stage #2: Next, listen to what people say about a company's competitors**, and what those competitors are saying about themselves. Assessing the competitive landscape on social media sites will show how buyers are meeting sellers on social media and may provide insights that can be leveraged when later building a strategy. Discuss with students ways to identify competitors.

**NOTE: Stage #3:** After observing the competition, begin listening on a broader scale: the overall industry. **Listening at the category or industry level** will help one understand what the consumers in that industry are really interested in talking about. Discuss with students how this information can be useful in other business decisions or identifying industry trends related to products and services.

**NOTE: Stage #4:** The next stage is to **listen for the Tone of the Community**, or how your consumers naturally interact with each other on social sites. This knowledge will facilitate integration and participation in the community. Discuss potential impacts of participating without understanding the Tone of the Community.

**NOTE: Stage #5:** Finally, when **listening to social media, be sure to access multiple social media channels** to identify where target audiences hang out and what they do there. Since the users on each site and the social networking structure are different, it is important to listen to conversations across a variety of social media channels. Discuss the common social media channels, such as Facebook, Twitter, and LinkedIn, and the various target audiences that might exist on those channels.

**Listening as Part of Personal Branding Strategy**

**Note:** Listening is also the first step in developing a personal brand**.**

## IV. Listen and Observe: Listening Centers

**NOTE:** The National Football League listens to Super Bowl Conversations. In 2012, the NFL established an early social media listening center for Super Bowl XLVI. A team of over 20 "strategists, analysts and techies" monitored fan conversations on the Monday before the

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game and during the game, tweeted everything from parking directions to information about Indianapolis' attractions. The command center delivered some 1.8 million online impressions each day. For the 2015 Super Bowl, statistics are reported in Figure 2.2. Ask students whether they participated in these communications.

**NOTE:** Cisco demonstrates the importance of social media listening in B2B Marketing. Disco is listening to:

**Social Media Customer Engagement** (highlighting CiscoLive conversations)

**Twitter-based global heat map** (Where?)

**Social Media influencers** (Who?)

**Product Family Landscape** (What conversations)

**Social Media Word Cloud Highlighting** (current trending topics)

## V. Setting Goals and Objectives

**NOTE**: Listening to a wide range of social media sites and observing the location, behavior, tastes and needs of the target audience is key to successful SMM. Social media marketing goals include brand building, increasing customer satisfaction, driving word-of-mouth recommendations, producing new product ideas, generating leads, handling crisis-reputation management, as well as integrating social media marketing with public relations and advertising.

**NOTE**: It is important to keep in mind that goals must be flexible in the light of new developments while engaging in social media. Discuss how goals might change based on information from social media engagement. Sometimes, unexpected benefits from social engagement are discovered.

**NOTE**: The Vistaprint example shows that people often seek customer support through Twitter. Vistaprint engaged its customer service department to respond directly to the tweets. Discuss with students what examples they have seen of such programs.

**NOTE**: Brand building goals include: increasing brand awareness, improving brand perception, positioning a brand, and expanding brand loyalty.

**NOTE**: Firms received increased market insight, improving business partnerships, and lower marketing costs as a result of SMM. Figure 2.4 shows other potential benefits.

**NOTE**: Social media has caused significant changes in search ranking. Search engines tend to favor the sites with the greatest number of inbound links from well-respected sites by

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ranking them higher in search results. Building a strong social media presence increased the number of links to your website content resulting in potential higher ranking on search engines. Of the ten most important ranking factors *seven* were social signals.

**NOTE**: Other objectives of SMM include achieving a desired brad positioning, producing new product ideas, being prepared to handle reputation management in a crisis, and supporting public relations and advertising campaigns.

**NOTE**: There is beginning to be some agreement about the types of objectives that arte appropriate for SMM, although many marketers still have their own favorite variant of the ones shown in Figure 2.5. Ask students whether they agree or disagree with these objectives.

**NOTE**: It helps to understand objectives as a cascade. See Figure 2.6. Some generic concepts used in SMM include: **exposure, engagement, influence, impact and advocacy.** This is a progression that may parallel the purchase journey itself.

**NOTE**: There is a standard for judging the quality of goals and objectives at any level. It is the SMART acronym:

**S** pecific
**M** easurable
**A** chievable
**R** ealistic
**T** ime delimited

**NOTE**: Because SMM campaigns vary in duration, it is important to specify the time frame for each objective.

## VI. Determining Strategies

**NOTE**: Social media marketing should not be an isolated part of the marketing strategy; rather, it should link into a broader marketing plan. The building of social media marketing strategies that support the overall strategic goals of a company will also make it easier for the strategies to win support within the company.

**NOTE**: Key considerations when setting SMM strategies:

**What are the Overall Goals**?

**What was Learned from Listening**?

**What Best Practices can be Applied**?

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**Goals May Change**…Be Flexible

**NOTE**: The eight C's of strategy development are intended as broad guidelines for marketers as follows:

1. **Categorize** social media platforms by target market relevancy.

2. **Comprehend** the rules of the road on the platform by listening and learning how to behave, successfully spark conversation, and engage and energize the participants.

3. **Converse** by acknowledging and responding to other users of the platform, always remembering to be a contributor, not a promoter.

4. **Collaborate** with platform members as a means of establishing a mutually beneficial relationship with the platform participants.

5. **Contribute** content to build reputation and become a valued member, helping to improve the community.

6. **Connect** with the influencers so that you can enlist them to help shape opinions about your product or service.

7. **Community** participation (and creation) can elicit valuable consumer suggestions for improving products and innovative suggestions for new products or service.

8. **Convert** strategy execution into desired outcomes such as brand building, increasing customer satisfaction, driving word-of-mouth recommendations, producing new product ideas, generating leads, handling crisis reputation management, integrating social media marketing with PR and advertising, and increasing search engine ranking and site traffic.

## VII. Linking Goals with a Call to Action

**NOTE**: With a clear and measurable call to action, it's possible to measure actual conversions due to a social media marketing campaign. Have students create a list of various calls to action that they find by browsing websites and online advertisements. Discuss what makes certain calls to action more appealing. Have students review the examples in Table 2.1.

**NOTE**: Getting to the sale is the final step in a chain of actions. The goal is to increase the level of interaction and engagement through small, incremental steps.

## VIII. Self-Promotion vs. Building an Army of Advocates

**NOTE**: Many businesses focus their social media efforts around themselves and publishing content about the brand, but social media can be even more valuable by building the

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number of people who are passionate about a business. Discuss the impact brand advocates can have on a business in good times and bad. Review with students the purchase decision influencers shown in Figure 2.7. Discuss whether they have had similar experiences. Discuss the differences in the international community.

## IX. Best Practices for Developing a Social Media Strategy

1. Start with a road map. That is your SMM plan. At a minimum it should specify:

   a. Who your target audience is and the audience characteristics
   b. how you plan to interact with the audience
   c. How you will measure the success or failure of your activities
   d. how you will adjust to stay on track to meet your objectives.

2. Listen before you start interacting. Just as you would not walk up to a group of people at a party and start talking (even worse, start talking about yourself), you must listen strategically before you engage with your audience. Then offer respect, empathy, and content of value before you ask anything of them.

3. Welcome audience participation, feedback and collaboration, and use these conversations to locate and nurture brand advocates.

4. A successful social media strategy or execution is not built overnight. Give it an adequate amount of time and resources to become successful.

5. Be flexible. Social media itself is constantly evolving.

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EXERCISE CASE STUDY

# *The Kryptonite Bike Lock Fiasco*

In 2004, the well-known Kryptonite Bike Lock Company leaped into unwanted social media prominence when an online video demonstrated how to defeat a $50 Kryptonite lock using a Bic pen.[36] Kryptonite bike locks were a substantial improvement over locking technology at the time of the company's founding in 1972.



© Masterfile RF

## Challenge

After biking enthusiast Chris Brennan posted onto a forum a demonstration of how to use a Bic pen to open a Kryptonite lock, the story quickly moved to other media as well. With potential consumers seeing an expensive bike lock being unlocked by extremely simple means, the company faced an unexpected public relations firestorm.

## Strategy

Kryptonite did make a response but apparently not fast enough. The firm's actions were featured in a prominent book, *Naked Conversations: How Blogs Are Changing the Way Businesses Talk with Customers*, as a prominent example of what *not* to do in the face of a crisis.[37] After that negative exposure, Kryptonite became the benchmark of failure to respond to social media criticisms.

Interestingly, Kryptonite responded very quickly to the security problem with its locks. Five business days after the first forum post, Kryptonite announced a lock exchange program with existing customers in order to fix the lock's vulnerability, and the first exchanges were made a few weeks later.[38] Rather than being out of touch with social media, as some critics claim, Kryptonite took action quite fast, and its social media team was anything but unresponsive. Kryptonite's head of public relations, Donna M. Tocci, went on to contact Robert Scoble and Shel Israel, the authors of *Naked Conversations*, and asked to set the record straight (their book relied on secondary sources for the Kryptonite case study and had not asked for the company's input before publication).[39] In the conversation that resulted, when asked whether Kryptonite's PR department believes it could have handled the situation better, Tocci replied, "we could have posted to the website earlier, but other than that, there wasn't much different we could do."

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## Result

In spite of its proactive response, Kryptonite is still followed by negative publicity from the "Bic-picking" scandal. Although the security issue with its locks has been completely resolved, search engine results still show videos and demonstrations on how to defeat a Kryptonite lock using a pen. Some consumers, rather than digging deeper to find that the exploit has been resolved, leave with the impression that Kryptonite has done little to address the problem.[40] Some reports claim that Kryptonite was unaware of the problem until it reached the national media, an accusation the company denies. In any case it is undeniable that this experience has changed the way Kryptonite will approach social media in the future.

### Review Questions for Kryptonite Case Study

1. What factors led to the social media explosion of the Kryptonite story?
2. Do you agree with Donna Tocci's claim that the company couldn't have done much differently? If so, why? If not, what about its response could have been improved?
3. What can Kryptonite do now to prevent customers from getting inaccurate information about its products?
4. What can other companies learn from this experience in terms of listening to the community and designing their social media strategy and objectives?


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# Social Media Marketing: A Strategic Approach, 2e

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# Goals and Strategies

Chapter 2

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# Chapter Outline

- What is a SMM Plan?
- SMM Planning Cycle
- Listen and Observe: Five Stages
- Listen and Observe: Listening Centers
- Setting Goals and Objectives
- Determining Strategies
- Linking Goals with a Call to Action
- Self-Promotion vs. Building n Army of Advocates
- Best Practices for Developing a Social Media Strategy

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# What is a SMM Plan?

- A SMM plan details an organization's social media goals and the actions necessary to achieve them.
  - Understanding corporate and marketing strategies and the creation of promotional strategies
- Without integrated strategies and solid SMM plans, there is little chance of successfully executing SMM.

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# SMM Planning Cycle (1 of 2)

- Creating a social media plan is a continuous process.
- Skilled SM marketers constantly monitor the progress of the plan's action elements:
  - Modify them to improve results
  - Test alternative approaches.
- It's important to methodically carry out all of the steps (see Figure 2.1) when constructing a SM plan.

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# Figure 2.1

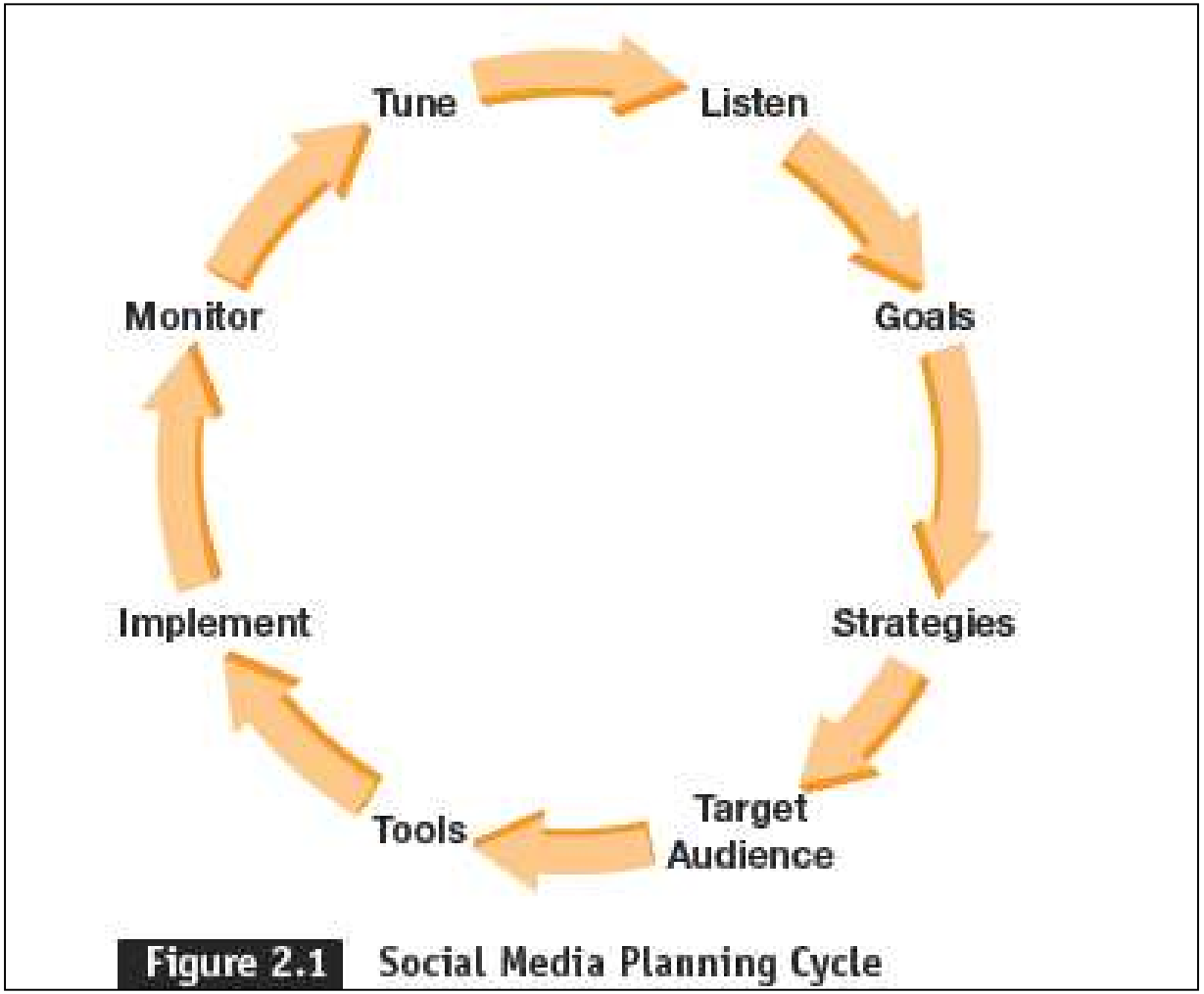



**Figure 2.1** Social Media Planning Cycle

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# SMM Planning Cycle (2 of 2)

- Listening
- Setting goals
- Defining strategies
- Identifying the target audience (market)
- Selecting tools
- Selecting platforms and channels
- Implementing
- Monitoring
- Tuning

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# Listen and Observe: Five Stages

- 1: Listen to conversations about a brand or company.
- 2: Listen to what people say about the competitors.
- 3: Listening to what people say about the industry or category.
- 4: Listening for the tone of the community.
- 5: Listening to different social media platforms and channels.

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# Listen and Observe: Listening Centers

- The National Football League listens to Super Bowl conversations
  - In 2015, 24.8 million game-related tweets
- Cisco demonstrates the importance of social media listening in B2B marketing
  - Monitoring the who, what, and where of social media about Cisco, and current trending topics.

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# Figure 2.2

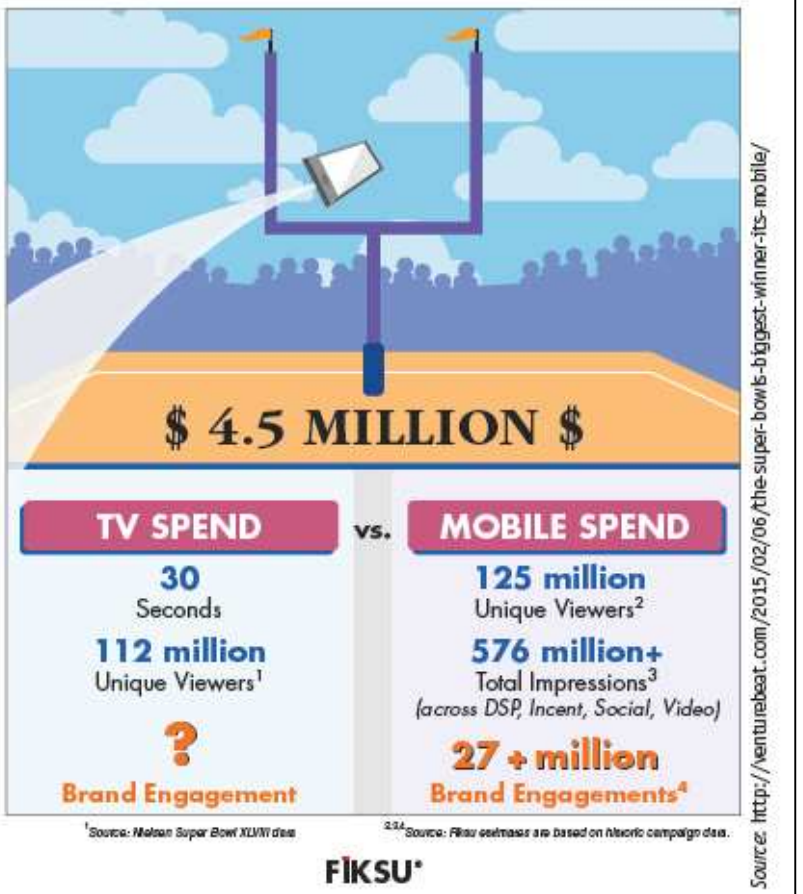



**Figure 2.2** Traditional versus Social Media in the 2015 Super Bowl

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# Figure 2.3







Source: http://blogs.cisco.com/

**Figue 2.3** Touch Screens in Cisco Listening Center and the Social Rewards Invitation

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# Setting Goals and Objectives (1 of 4)

- Goals must be flexible in light of new developments.
  - Unintended benefits may be discovered
- Key objectives of SMM include:
  - Customer service
  - Brand awareness
  - Building brand preference
  - Acquisition of new customer leads
  - Loyalty programs

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# Figure 2.4

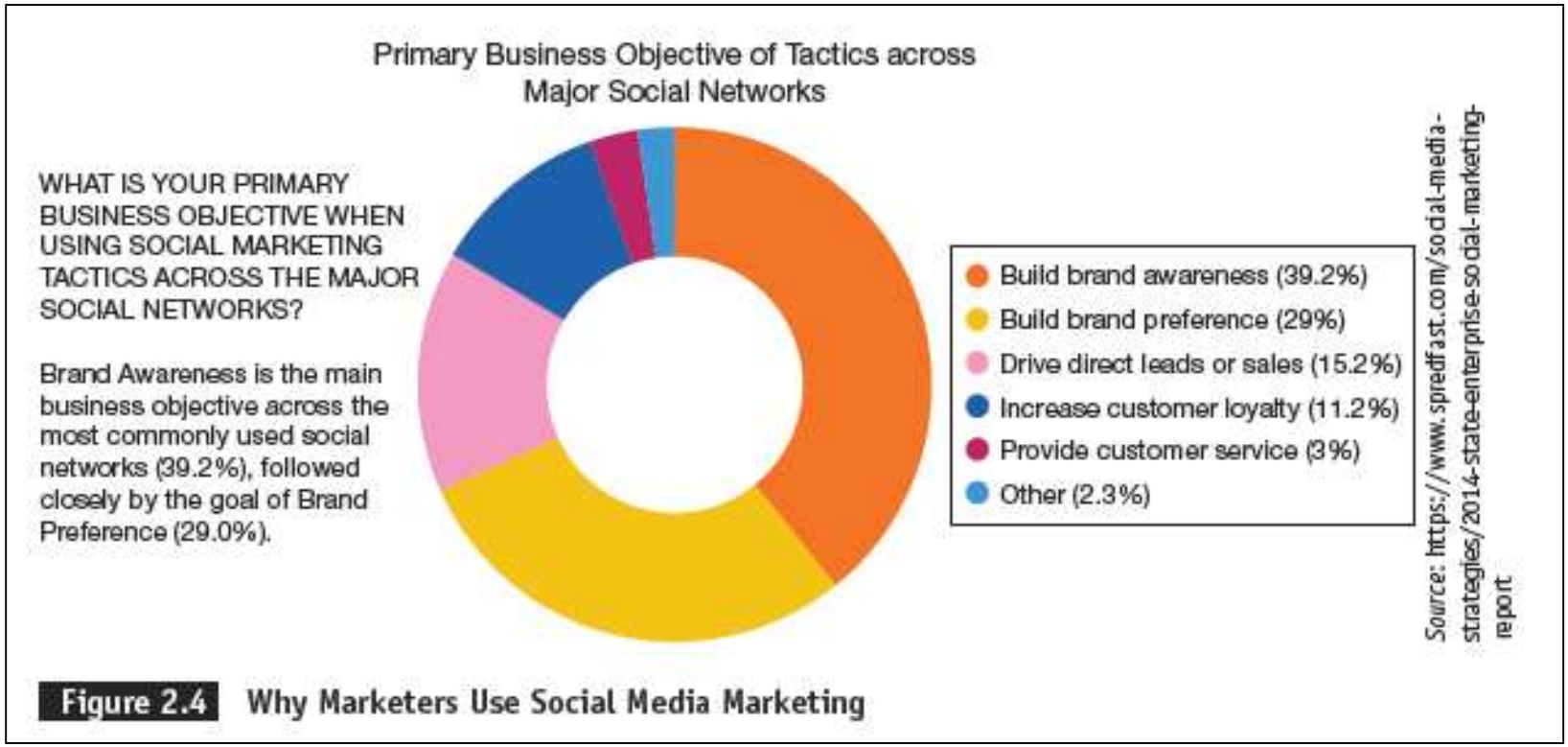



**Figure 2.4** Why Marketers Use Social Media Marketing

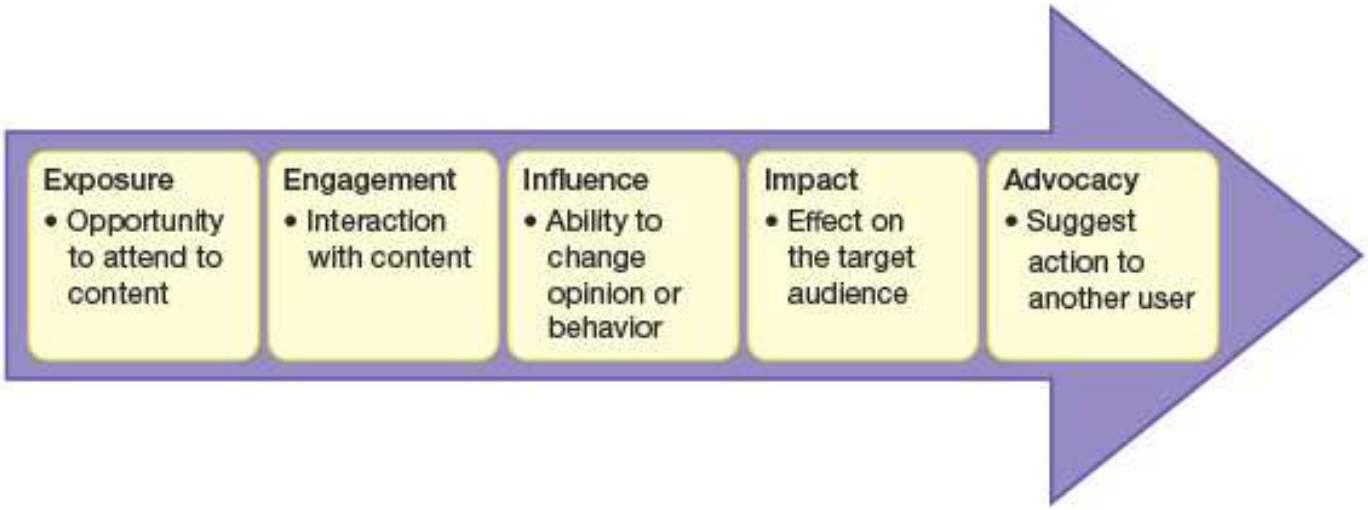
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# Setting Goals and Objectives (2 of 4)

- There is beginning to be some agreement about the types of objectives that are appropriate for SMM, tho many marketers still have their own favorite variant of the ones shown in Figure 2.5.
- This concepts represents a strong framework for understanding SMM objectives and metrics.

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# Figure 2.5




Source: Adapted from , "How to Measure Social Media Using the AMEC Valid Metrics Framework.," http://www.themeasurementstandard.com/2014/08/amec-valid-metrics-framework/

**Figure 2.5** The Valid Metrics Framework

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# Setting Goals and Objectives (3 of 4)

- The generic concepts of SMM are:
  - Exposure
  - Engagement
  - Influence
  - Impact
  - Advocacy
- This is a progression that may parallel the purchase journey itself.

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# Figure 2.6

- Campaign-Specific and Platform-Specific SMM Objectives:




**Figure 2.6** The Objectives Cascade for Social Media Marketing Objectives

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# Setting Goals and Objectives (4 of 4)

- The SMART standard for judging the quality of goals and objectives at any level:
  - S pecific
  - M easurable
  - A chievable
  - R ealistic
  - T ime delimited
- It is important to specify the framework for each objective.

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# Determining Strategies

- What are the overall goals?
- What was learned from listening?
- What best practices can be applied?
- Goals may change…Be flexible

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# The Eight C's of Strategy Development

## THE EIGHT C'S OF STRATEGY DEVELOPMENT

1. **Categorize** social media platforms by target market relevancy.
2. **Comprehend** the rules of the road on the platform by listening and learning how to behave, successfully spark conversation, and engage the participants.
3. **Converse** by acknowledging and responding to other users of the platform, always remembering to be a contributor, not a promoter.
4. **Collaborate** with platform members as a means of establishing a mutually beneficial relationship with the platform participants.
5. **Contribute** content to build reputation and become a valued member, helping to improve the community.
6. **Connect** with the influencers so that you can enlist them to help shape opinions about your product or service.
7. **Community** participation (and creation) can elicit valuable consumer suggestions for improving products and services.
8. **Convert** relationships built in social media to the behaviors specified in the objectives.

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# Linking Goals with a Call to Action

- In order to measure success, you must define what someone's desired action would be – your "call to action."
- Getting to the sale is the final step:
  - Click on blog post from Twitter or Facebook
  - Sign up for email newsletter
  - Sign up for webinar (collect contact info)
  - Have salesperson call
  - Purchase
  - Convert the customer to a brand advocate

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# Table 2.1

| Marketing goal | Call to action |
|---|---|
| Lead generation | Sign up for webinar |
| | Call for consultation |
| | Complete form for consultation |
| Brand building | Watch video |
| | Click on links |
| | Read content |
| | Fan/friend/follow brand |
| | Sign up for newsletter |

**Table 2.1** Marketing Goals and Lead Generation

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# Self-Promotion vs. Building an Army of Advocates

- Creating advocates is the final element in the Valid Metrics Framework.
- Brand advocates will talk to their friends because they are truly passionate about the business and want to tell the world.
- Figure 2.7 shows WOM (word of mouth) to be the leading purchase influence in four different countries.

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# Figure 2.7

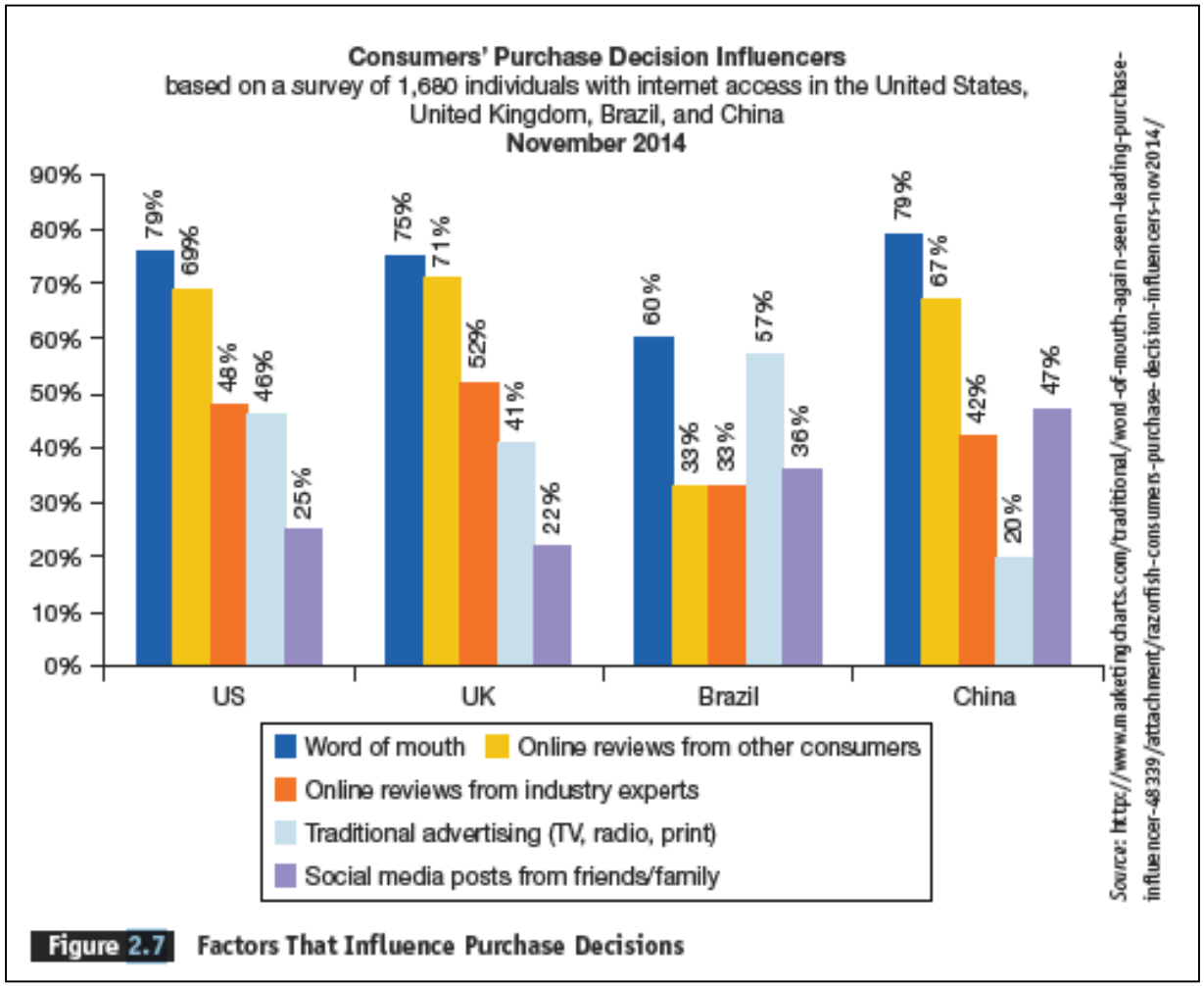



**Figure 2.7** Factors That Influence Purchase Decisions

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# Best Practices for Developing a Social Media Strategy

- 1. Start with a road map (your SMM plan):
  - a. Identify your target audience & characteristics
  - b. How will you interact with them?
  - c. How will you measure the success or failure of your activities?
  - d. How will you adjust to stay on track to meet your objectives?
- 2. Listen before you start interacting; listen strategically.

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# Best Practices for Developing a Social Media Strategy

- 3. Welcome audience participation, feedback and collaboration.
- 4. Give the strategy an adequate amount of time to be built, and for resources to become successful.
- 5. Be flexible; Social media itself is constantly evolving.

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