

Marketing in Social Media

**Why do companies need to construct and implement social
media marketing strategies?**



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A handwritten signature in black ink, appearing to read 'Yue Cao', written in a cursive style.

Abstract

The paper is a qualitative exploratory research on social media marketing which on the purpose to find a proper strategy for companies in constructing and implementing social media channels. The paper also analyzed the necessity for social marketing communication. Brand awareness and social network theory is the fundamental theoretical framework in this paper. By using appropriate social media channels, it is expected to build mutually beneficial interaction with companies' customers and obtain useful feedbacks efficiently for products or services. Besides, theoretical analysis and empirical data analysis are elaborated in the paper in order to provide clear arguments. NIKE is selected to set an example in using social media with marketing purposes. Finally, the conclusion is drawn to summarize the research.

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Chapter 1 Introduction

It is predicted by many marketing managers that it will soon be the year when social media are integrated in the organizations and effectively start to become useful for companies and become important tools in the communication. It is true that with the IT technology has been developing year after year, the development of marketing strategy is connected with Internet, especially social media. David Aaker, a well-known marketing expert, has said that with the multitude of new developing, it is becoming increasingly difficult for companies to raise awareness for their brand. The only way forward in managing this complexity, is for companies to be able to coordinate messages and their marketing efforts across all media (Aaker, 1996). It is accurate what Aaker has predicted for the complexity of increasing brand awareness through media in the future.

1.1 Problem definition

With the widely using of online marketing, the effect of social media marketing should definitely be considered as a factor which matters in a company's marketing mix. One reason for the growing of social media marketing is that traditional advertising is losing influence on consumers. If it is the case, marketing promotions and activities which based on these social media platforms seem to be very important for a company. So it could be an interesting topic to research how social media marketing affect companies. In other words, how could a company correctly construct and implement social media strategies. Besides, the marketing competition among firms through social media platforms is becoming more and fiercer. Thus, the optimal approach for a company to construct and implement their marketing strategies in social media should be studied. According to the problem definition, a research question is introduced as following.

1.2 Research question

Dealing with competitors online: How could companies construct and implement social media marketing strategies appropriately?

1.3 Social and scientific relevance

It is mentioned above that more and more business are involved with social networking sites. One crucial reason is that companies need such platforms in order to interact with consumers. For instance, if Coca Cola has introduced a new flavor drink and they want to know how consumers react to it, the company could monitor some social networking sites (Facebook, Twitter). By using text mining of the comments from consumers online, the company has the chance to broaden their marketing insights.

As for the scientific relevance, it is being considered that using new media platforms in marketing is important under the information age. It is useful to research the importance of social medium for the future of business. As well as how social media marketing strategies can be constructed and implemented. It is also constructive to consider the effectiveness of social media strategies. As being considered marketing strategies, the limitations of social media marketing are also helpful.

Chapter 2 Social media marketing-Notions & Concepts

2.1 Web 2.0

The term Web 2.0 was introduced in 1999 which demonstrates web sites that use technology beyond the static pages of earlier web sites. Generally, a Web 2.0 site allows internet users to interact and collaborate with others based on a social media dialogue. These users are described as creators of user generated content. Technically, examples of Web 2.0 include social networking sites (Facebook), blogs, wikis (Wikipedia), and video sharing sites (Youtube).

From the perspective of marketers, it is apparent that Web2.0 offers an opportunity to engage consumers. The number of marketers who are using Web 2.0 tools to collaborate with consumers on product development, service enhancement and promotion are increasing (Parise, Salvatore, 2008). By using the Web 2.0, small businesses have become more competitive to compete with larger companies. For instance, a company could offer customers coupons and discounts for products and service directly via social networking sites which is more intuitive and user friendly.(San Francisco Chronicle, 2010) Under this circumstance, social networking sites have become marketing tools naturally and once a company succeeds, potential profits will be generated automatically.

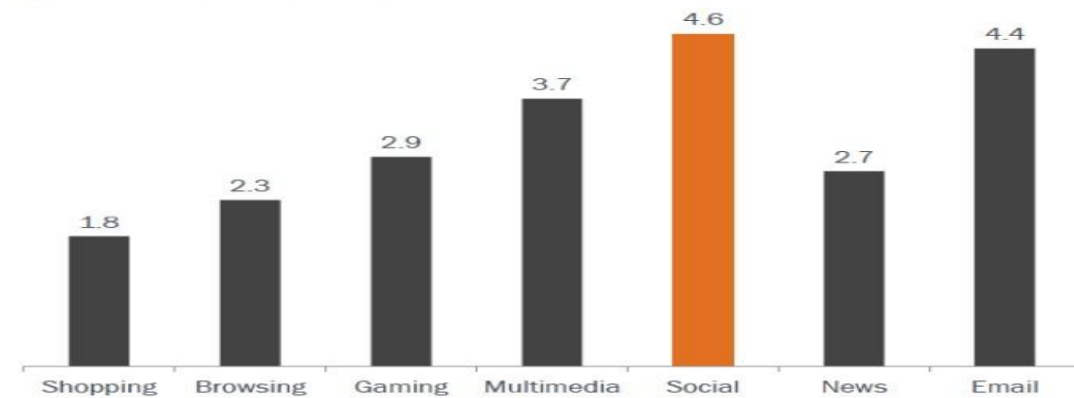
2.2 Social Media

According to Evans (2008), social media relates to a self-generated, authentic conversation between people about a particular of mutual interest, built on the thoughts and experiences of the participants. Therefore, social media is definitely all

about sharing and aiming at a collective version, often intending to offer a more-appropriated or informed choice at the end. Furthermore, social media changes over time as it allows people to generate the content in a participative way whenever they want to add any additional piece of information.

Social media consists of online and mobile, word-of-mouth forums which including social networking websites, blogs, company sponsored discussion boards and chat rooms, consumer-to-consumer email, consumer product or service ratings websites, Internet discussion boards. These social media is growing gradually in recent years.

Figure 1: Average hours/week spent on online activities worldwide



Source: Hubspot, 2012.

Figure above shows the average hours per week people spent on online activities worldwide. It is clear that people spend most of their online time on social activities. In other words, they spend many hours on social networking websites. The implication of this trend is apparent. Marketing activities should be implemented on these platforms in order to attract the mass audience who spend their time more on the Internet than traditional media

2.3 Social media and marketing

How to define social media marketing? It is different from traditional marketing perspective to some extent. Social media marketing focus on people and individual rather than products. One reason is that products can be presented by the company

with many qualitative features and promotional tools, the thing matters most are the comments and appreciations dropped by the customers.

This is also why social media marketing is gradually changing the marketing in traditional media. Because marketers are not able to control the contents anymore if these content are generated by Internet users. Negative information about your product or company may be spread universal only within a few minutes. The famous case "*United Breaks Guitar*" can be a good example to explain this. Therefore, it could be concluded that based on the expansion of Internet users and the development of social media, social media has become a factor which influences the consumer behaviors to some extent.

As a consequence, the competence and ability to influence the crowd is becoming rather important for marketing management. The optimal situation in social media marketing is to build a strongly connected relationship between customers and companies. In this case, companies are able to listen, track to the feedback from customers timely and then make improvements of the products or services.

2.4 User-Generated Content

User-generated content (UGC) is published information that Internet users has provided to a web sites. The information could be in various forms, photos, blogs, comments, posts are all UGC. Nowadays UGC is mostly generated on the social networking websites. One feature of UGC is that the contributors are normally unpaid, which means they are not those experts who are paid in order to promote some certain products or service on the Internet. UGC allows Internet users to communicate with each other conveniently and effectively based on interactive media. Besides, UGC is another form of creation for the website content.

From the perspective of a company, monitoring UGC from its own social media becomes increasingly important. On the one hand, companies need to find out what is the marketing implication of customers' feedback. On the other hand, monitoring UGC offers companies more useful information which originally comes from customers.

Chapter 3 Methodology and Theoretical framework

Research methods are used to determine, discover, interpret, and formulate facts. The main sources of information that used in this thesis were issued from Internet articles and online blogs on social media marketing, the purpose is to read up-to-dated information as the thesis is dealing with a new and trendy topic in marketing. Moreover, there are sufficient scientific articles which focuses on social media marketing are also studied in order to provide a stable theoretical argumentation.

3.1 The research purpose

It is known to all that there are three categories of research purpose which are exploratory research, descriptive research and causal study. These three types of researches should be applied appropriately according to the content and material that will covered in the study. Thus, the exploratory research method which is also the most suitable method in this study is selected. The major emphasis of exploratory is on the discovery of ideas and insights (Saunders et al. 2009). Social media marketing is a fairly new topic in marketing field which there are no substantial researches have been made.

3.2 The research approach

There are two main research approaches which are qualitative and quantitative. According to Greg (2007), depending upon the desired outcome for the research, social scientists may choose between quantitative or qualitative designs. Since they seek to explain events from different perspectives, both are valid ways to evaluate a phenomenon in the proper context.

In this research of social media marketing, the qualitative is used because unlike quantitative research, there will be no statistical data or calculations aimed to establishing correlations between certain variables. This is also determined by the

research purpose and problem. Some qualitative techniques such as observations, analysis of texts and documents are used in this research. Under this circumstance, the qualitative approach is suitable for interpreting the arguments why social media marketing is crucial and how to develop a successful social media marketing strategy thereupon. It is confident to say that these techniques will provide a great validity and reliability when dealing with the research question.

3.3 The theoretical framework

Two relevant theoretical models can be seen as the foundations of social media marketing and will also be applied as the theoretical framework of this research.

The first theory is the Brand Identity Planning model (Appendix 1) which is developed by David Aaker (2010). He discussed a way for companies to create a strong and durable product brand in an optimal situation. In his theory, the differentiation among three concepts (Brand Image, Brand Identity, and Brand Position) is offered. Moreover, the model provides four viewpoints of a brand which are brand-as-product, brand-as-organization, brand-as-person, and brand-as-symbol. When a company decides to build their brand identity, these perspectives should be taken into account. In some cases, a company that only builds their brand identity with one perspective is not a problem because the other three are useless or redundant for the company.

The second theory that provides the research a strong theoretical background is the Social Network Analysis. The social network analysis comes from network theory which under the background that many mathematical and statistics studies have been done in the sociology to examine the relation between social entities. According to the social network theory, the definition of social network is a set of actors that may have relationships with one another (Hannemann, 2005). The perspective of this is individual actors in a community as nodes, the communications between these actors are considered to be ties, edges, links and connections (Appendix 2 provides an image of social network after visualization). As people are supposed to be social animals, one's action and decision might affect others (friends, colleagues, acquaintances, etc).

Therefore, social network plays important role in the social media marketing as one's comment for a certain product in the social media may influence other's consideration of this product. This is very influential because the spread speed is significantly faster than ever.

Chapter 4 SWOT Analysis

In this chapter, the SWOT analysis of social media marketing is demonstrated.

Strengths: The first strength is the large market to reach. The total number of facebook users has been increasing year after year. According to its official website, Facebook has already reached 1.11 billion users (Facebook, 2013) which is an enormous number that inflects the immeasurable influence of social media. Practically, this platform offers a great power to a company to make marketing campaign as well as promotions.

The second strength of social media could be attributed to its direct contact with audience. It is different from traditional media marketing that the feedbacks are hard to obtain. For instance, SONY's new product PlayStation 4 will be introduced at the end of this year. The company could gather useful information from its royal customers in order to improve the product in both before and after its launch. The direct contact with audience provides a company convenience in social media.

Weaknesses: Apparently the social media are not perfect which means there are weaknesses exist. The first weakness is the difficulty of controlling. Because the social media emphasis the role of users which means sometimes they have more power against a company. For example, an unsatisfied product will be spread rapidly with negative comments on the social media. These messages will harm a brand's identity and even more important is that companies almost cannot control it.

The second weakness is the lack of short term ROI. Heidi Cohen indicated in her article (2013) that social media does not drive ROI. Her argument is that social media only

improved the customer engagement but not significant or necessary effect on ROI. This drawback will emerge with the growth of using social media in business.

Opportunities: The first opportunity is that more and more promotions and advertisements are offered through social media. This provides the chance to social media to become more effective advertising media. (Marinal Todi, 2008) Because it is a new platform that not all advertisers have fully involved the media to reach more customers. Appendix 3 shows the proportion between advertisement and consumers' time spent by media in the US, 2011. It can be concluded from this graph that the percentage of time spent by consumers online surpasses the advertising spent on online media. It offers an opportunity to marketers to use social media aggressively while implementing their marketing activities.

Apart from the potential advertising medium it could be, another opportunity of social media is the possibility to reach certain groups that traditional media cannot achieve. Due to the extensive audience that social media has, accompanied with social network theory to support. It allows more people to make connected with other people who share a common interest which is beneficial in not only building new relationships but also valuable feedbacks to certain products or services more intelligent.

Threats: Although social media are no doubt favorable for develop marketing activities, external threats might affect social media to some extent. The biggest threat is the lack of social media policy. Companies are worried about their employees because they could deliver negative messages on social media and these messages can be seriously damaging the company's reputation. In other words, there are not sufficient social media policies to protect companies both legally and financially from their employees.

Another threat comes from competitors. For instance, Google has been acquiring, on average, more than one company per week since 2010 (Rusli, 2011). These mergers and acquisitions done by big players may disappoint some loyal users.

It is noteworthy that privacy may also become a threat. Recently more and more social network users are concerned their privacy in these social networking media. A study has been done to analyze 540 Facebook profiles of student from Carnegie Mellon University. The result was surprising that 89% of these users gave their genuine names and 61% gave their pictures which are easy to identify. Most of them did not use the privacy setting on Facebook which results numerous unknown users could access their personal information. (Gross, 2005)

Chapter 5 Theoretical & Empirical Data Analysis

Theoretical analysis

In this theoretical analysis part, theories which are fundamental to construct social media marketing strategy will be introduced and elaborated.

5.1 Brand awareness

A great benefit by using social media in business is the increasing brand exposure. Normally, brand exposure occurs when customers are gaining more and more awareness of a product or service. Because of the social media platforms, new brands are able to establish themselves as well as spreading brand awareness. On the other hand, social media platforms are not only for newcomers in business, but also will be beneficial for existing brands. These existing companies implement their social media marketing activities throughout social media platforms in order to maintain and

enhance their brand awareness. According to Stelzner (2012), he induced nine benefits for marketing in social media. It can be seen from the appendix 4 that increased exposure is the major benefit for doing so.

As a matter of fact, more and more companies are willing to establish their profiles on social media platforms which provide them opportunities to implement marketing strategy. Additionally, a company's social media platform offers the possibility to present and promote its products and services in a more interactive way. Customers could choose from their own interests instead of passive adoption.

Mostly, social media marketing expand brand awareness by extending the online presence of products and services (Red Bridge Marketing 2008). With the widely application of social media in marketing, measurements of the impact of social media marketing on brand awareness becomes crucial. In fact, it could be measured by using social media metrics which will be explained in detail in the empirical data analysis.

According to the theory we learned from social media marketing, there are three major factors should be taken into account when measuring whether it is a successful social media marketing strategy. 1) Measuring social media exposure 2) Measuring influence 3) Measuring engagement. These measurements are important for the customer relationship. In this case, constructing an optimal social media strategy to enhance the brand's online awareness becomes fairly necessary.

5.12 Targeted traffic

As mentioned before that the users of social media are growing exponentially, Facebook even has reached users over 1 billion. Thus, social media become convenient platforms for companies which are trying to market products or services online. One good social media sites could drive visitors back to the company's website which proved to be very useful tool in generating online traffic for the company.

. In fact, before social media arises, people rely on information on traditional media. Traditional media satisfied people's purpose of obtaining information, but they are

limited in scope. That is why social media have become popular as a very broad scope. In social media, marketing campaigns can be implemented in an extensive medium base on the demographics of the audience.

How should the word “traffic” be defined in social media marketing? Simply saying is whenever a user visits a website, it is traffic. However, only by increasing the traffic of companies’ websites is not sufficient because of the blindness. What should be taken into account initially is the “targeted traffic”, means the audience are indeed interested in purchasing your products and then they visit the company’s website.

It could be described that one of the biggest advantages of marketing in social media is the ability to specify target groups. Generally, social media users are required to provide their personal profiles in order to register (age, gender, geographical location, profession, etc.). These users’ data are stored in social media sites. Apparently, these data are useful for company’s marketing activity. As a consequence, these data can be used to specify the target groups. Hence, marketing messages could be delivered directly to a specific group of people who are the potential customers.

5.13 Social media monitoring

Under the revolutionary technical progress, the way that market research has been transformed more or less. The transparency of Internet not only offers a company the possibility to manage its social media marketing channels, but also allows the company to gather competitors’ information or data more convenient.

Social media channels offer the opportunity to spy on completion. Any company can easily realize how everything is going on competitor’s website, corporate blogs, and social media pages (Facebook, Twitter, and Google+)

Appendix 5 shows the necessity of social media monitoring in business nowadays. Any business could be divided into five links which are R&D, production, marketing, sales and service. For each link in the production, monitoring social media plays a distinct role. During the periods of the marketing and sales, there are three functions to monitor

social media. The first one is to identify brand strengths and bottlenecks across consumer's decision journey. The second function is to measure impact of earned media in overall marketing mix. The third one is to identify influencers and engage them. For example, if a company wants to identify its brand strengths and shortcomings, it could be done by monitoring social media. Specifically speaking, the way to do this is to quantify User-Generated Content. The difficulty of quantifying UGC could be concluded into the extremely large amount of data and the unstructured. In order to achieve the goal, various practical approaches are introduced.

Text mining: It is the process of extracting useful, meaningful, and nontrivial information from unstructured text in order to gain the useful marketing insights.

Co-occurrence: It means that how many times a term is mentioned with another term. For instance, Apple often will be mentioned with its competitor Samsung. Then, a "**lift ratio**" will be calculated by using a formula: $\text{lift}(A, B) = P(A, B) / P(A) \times P(B)$. $P(A, B)$ represents the probability that both A and B appear in a given message. $P(A)$ represents the probability that term A appears in a given message. If lift ratio is less than 1, two terms appear together less than 1 would expect by mere occurrence of each of the two terms separately.

Nielsen Buzz Metrics: It is a brand monitoring and analytics dashboard. The basic functions are listed as follows 1) Listen to what customers say 2) Identify key metrics and establish benchmark 3) Focus on key customer segments 4) Evaluate the effectiveness of a marketing campaign.

These are some examples of practical approaches which are related to social media monitoring. These metrics will help the company getting a better understanding of what will reach the target audience more effectively. To sum up, social media monitoring offers plentiful opportunities in marketing.

Empirical data analysis

In this section, empirical data will be elaborated in order to answer the research question. In order to make the analysis more practical as well as clearer, NIKE company is selected to combine with the social media metrics. NIKE is one of the companies that have fully embraced the power of social media as a way of enhancing its business and its relationship with its stakeholders (Shaw, 2012). By analyzing NIKE's social media presence and engagement, we expect to answer the research question in a complete and precise way.

5.21 Firm overview

Nike is an American multinational corporation that is engaged in the design, development and worldwide marketing and selling of footwear, apparel, equipment and services (Mashable). It is one of the world's largest suppliers of athletic shoes and apparel (Sage, 2008) and a major manufacturer of sports equipment.

NIKE is also a successful company in building their marketing activities on social media platforms. It is because NIKE knows its biggest advantage is the positive communication with consumers which brings the company not only reputational benefit but also positive effect on sales.

NIKE targeted on both male and female customers generally from the ages 15 to 35. These people are active and who enjoy high quality sporting goods. Through the successful marketing in sports field, NIKE has become a symbol for sports and youth.

These good performances conducted by NIKE are expected to offer the research with confident results on how to construct an appropriate social media marketing strategy.

5.22 Overview of social media presence and engagement

Facebook

Figure 1 shows the NIKE's Facebook page. The number of users who have clicked "Like" button is almost 14 million. In this page, NIKE posts their advertisements and promotions. Facebook is useful in finding new customers, establishing online

communications of fans. Moreover, by collecting users' demographic information, NIKE is able to focus on the right target groups.

When it comes to Business-to-Customers companies like NIKE, Facebook has become an extremely important social media channel in customer acquiring. Figure 2 shows the impressive effect that Facebook has in terms of customer acquiring.

Twitter

Twitter also plays a crucial role in social media marketing. Figure 3 shows the NIKE's Twitter profile. The number of followers is 1.45 million. It is a fact that nowadays Twitter has become the dominator in social media channel because of its unique characteristics and benefits. Generally, companies use Twitter as a news broadcasting, customer service and information tool.

Sharing information quickly is Twitter's initial advantage in business. Company is able to increase brand exposure as well as brand awareness by Twitter users' share. Overall, there are three reasons for company to use Twitter in terms of marketing: 1) Develop and promote a brand. 2) Interact with the target customers. 3) Monitor the feedback of its products from customers.

LinkedIn

The main purpose of LinkedIn is to provide the opportunity for users to build and maintain relationships. As for company, it is shown in the figure 4 which is the NIKE's company page in LinkedIn. Usually, a short description of the business is given and some additional information is also introduced. According to NIKE's LinkedIn, there are in total 270 thousand LinkedIn users follow NIKE. 25 hundred employees of NIKE are on LinkedIn. These users actually build an enormous network in LinkedIn according to social network theory. Therefore, marketing insight could be concluded that more people you know, more business opportunity there will be. The LinkedIn is not only offering career information, but also under the company's page there are channel for products. This allows the company the chance for marketing penetration for its products. Nevertheless,

it is slightly different from Twitter because LinkedIn could be used for Business-to-Business companies because its extensive professional network

We can confirm that LinkedIn is a good platform to implement social media marketing strategies especially companies which need to focus on Human Resources based product and services.

5.23 Nielsen Brand Association Map

Figure 5 is a brand association map (BAM) describes a visual map that provides the comprehensive understanding of key brand dimensions, including product attributes, messaging elements, competitive brands and category sets. As can be seen from the graph that there are four different shapes which represent competitors, products, related concepts and brand attributes respectively.

From this association map, it is clear to see the biggest competitor for NIKE is Adidas because of the location in the map. Also, shoes as products are positioned in the center of the circle which reveals the core products of NIKE.

The main functions of using Nielsen Brand Association Map could be concluded into following: The first one is to check the brand equity and identify directional insights. The second one is to assess high-level competitive attributes and issues. Marketers are able to understand the key initiatives, product benefits or strategies which are being discussed among brand advocates and core consumers. The BAM makes brand controlling more convenient compared with the time that social media have not been widely used in marketing.

5.24 Competitive analysis

In this section, the competitive analysis in social media between NIKE and its competitor (Adidas) will be elaborated and discussed. The graph below illustrates the basic social media presence and metrics of NIKE and Adidas.

It can be seen from the following graph; NIKE's social media presence and engagement are significantly better than Adidas in general. The graph shows that NIKE has almost 160 million followers which is remarkably compared with Adidas. One reason for this result is that NIKE has evolved its social media strategy since 2006 which focuses on expanding its reach to a wide range of customers globally. This change turned out to be effective since the huge advantage NIKE has on social media platforms.

Nike also wins the battle on LinkedIn. Its followers on LinkedIn are nearly ten times as Adidas. It could be argued that NIKE is expanding in social media successfully over the past few years. The reason behind could be attributed to its inspirational social media marketing strategy which the goal is to help in building and managing relationships with consumers.

Facebook	NIKE	Adidas
Fans	14,005,298	14,087,085
Twitter	NIKE	Adidas
Followers	1,459,984	165,853
Tweets	11,551	681
LinkedIn	NIKE	Adidas
Followers	273,440	93,288
Employees on LinkedIn	25,645	6,937

Chapter 6 Conclusion

Through the research, it is expected to find the answer for the research question properly: How could companies construct and implement social media strategies appropriately? From the overview of social media marketing, it is apparent that users from social media sites are dramatically numerous which resulted that traditional marketing communication controlling implemented by professionals are steadily reduced its effect. Because the social media users' opinion and content (UGC) are gradually affecting the companies' action.

Although social media marketing is relatively updated topic and there is not much relevant research has been done, still many companies are applying it as an important marketing channel. It has been mentioned previously that the main purpose of using social media in marketing is to strengthen brand awareness and brand exposure. Therefore, social media presence is very fundamental for companies. If you check the social media platforms, it is noteworthy that basically major corporations are all using social media platforms in the form of corporate user. The superiorities of social media in marketing could be concluded into its rapid, accuracy, timeless and universality. The numbers of social media followers are all potential customers, so companies should by all means try to increase the followers.

From the perspective of companies, internal and external factors should be considered while choosing the right social media platforms. Internal factors are the core brand identity and the external factors are the target group and segmentation. These factors decide the companies what content should be communicated to customers as well as the proper target group. Because if the wrong information has been delivered to the wrong customers, the marketing effort will be wasteful and inefficient.

In order to construct and implement successful social media marketing strategies, both theoretical and empirical experience should be taken into account. Firstly, the necessity of building social media channels in marketing is doubtless. Secondly, the most

important factors to increase brand awareness in social media are targeted traffics which offer the opportunity to attain customers' information for the market segmentation. Thirdly, monitoring companies' social media has become fairly crucial which he purpose is to get useful feedbacks from customers. Confidently speaking, once these requirements are fulfilled, companies will benefit from social media marketing with considerable returns.

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Figures

Figure 1: NIKE's Facebook page

The image shows the top portion of Nike's Facebook page. At the top is the Facebook navigation bar with the logo and a search bar. Below this is the profile header, which includes a large cover photo of a male athlete in a Nike jersey, a profile picture of the Nike logo, and the name 'Nike' with a verified badge. Below the name, it shows engagement statistics: '13,997,422 likes · 120,990 talking about this · 13,719 were here'. Underneath the statistics is a row of four tabs: 'Product/Service' with the slogan 'Just Do It.' and the website 'www.nike.com'; 'Photos' with a thumbnail of a runner; 'Nike+ Support' with the Nike logo and a plus sign; and 'Instagram feed' with the Instagram logo. At the bottom of the profile header area, there are links for 'About' and 'Suggest an Edit'.

facebook Search for people, places and things

Nike ✓
13,997,422 likes · 120,990 talking about this · 13,719 were here

Product/Service
Just Do It.
www.nike.com

Photos Nike+ Support Instagram feed

About – Suggest an Edit

Where Do We Get Our Customers?

Q. Has your company ever acquired a customer from the following sources?

*(*graph illustrates 'Yes' responses)*

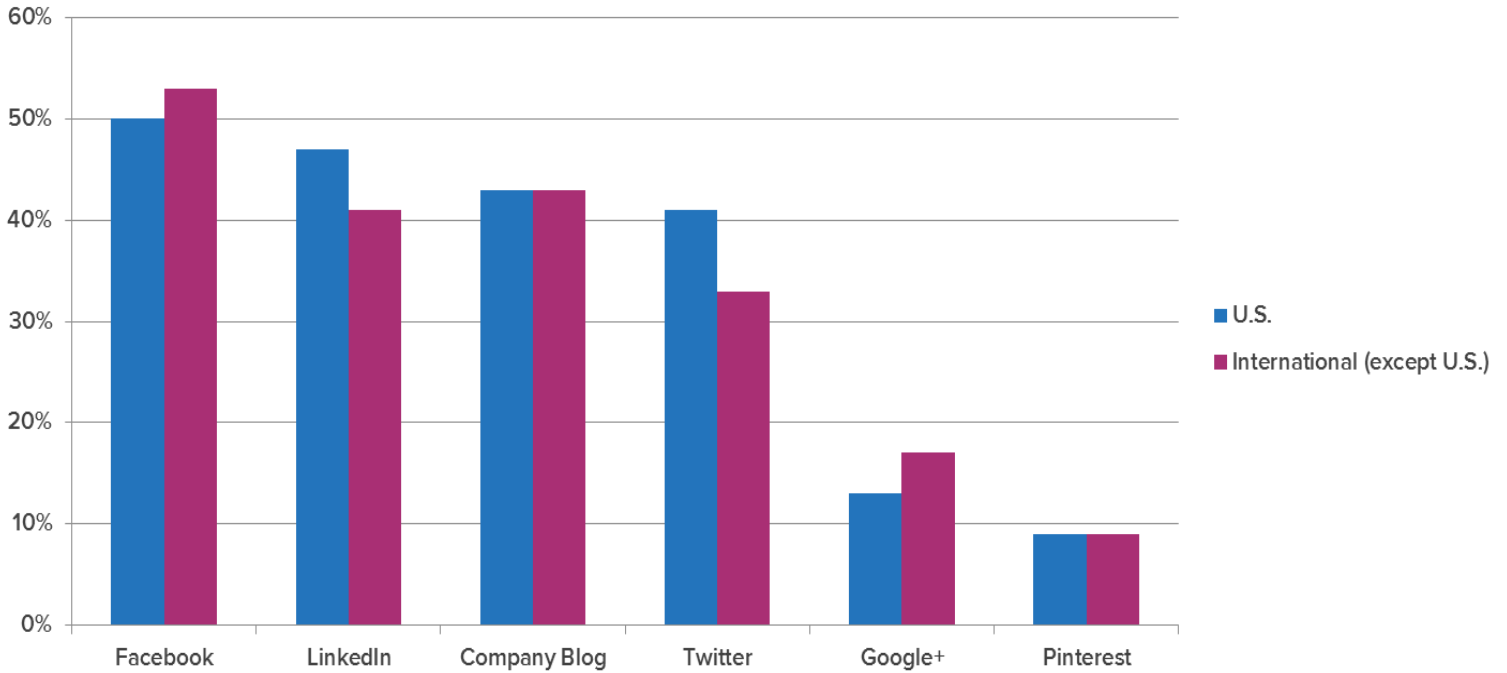


Figure 2:

Source: Hubspot, 2013

Figure 3: NIKE's Twitter's profile



Figure 4: NIKE's LinkedIn

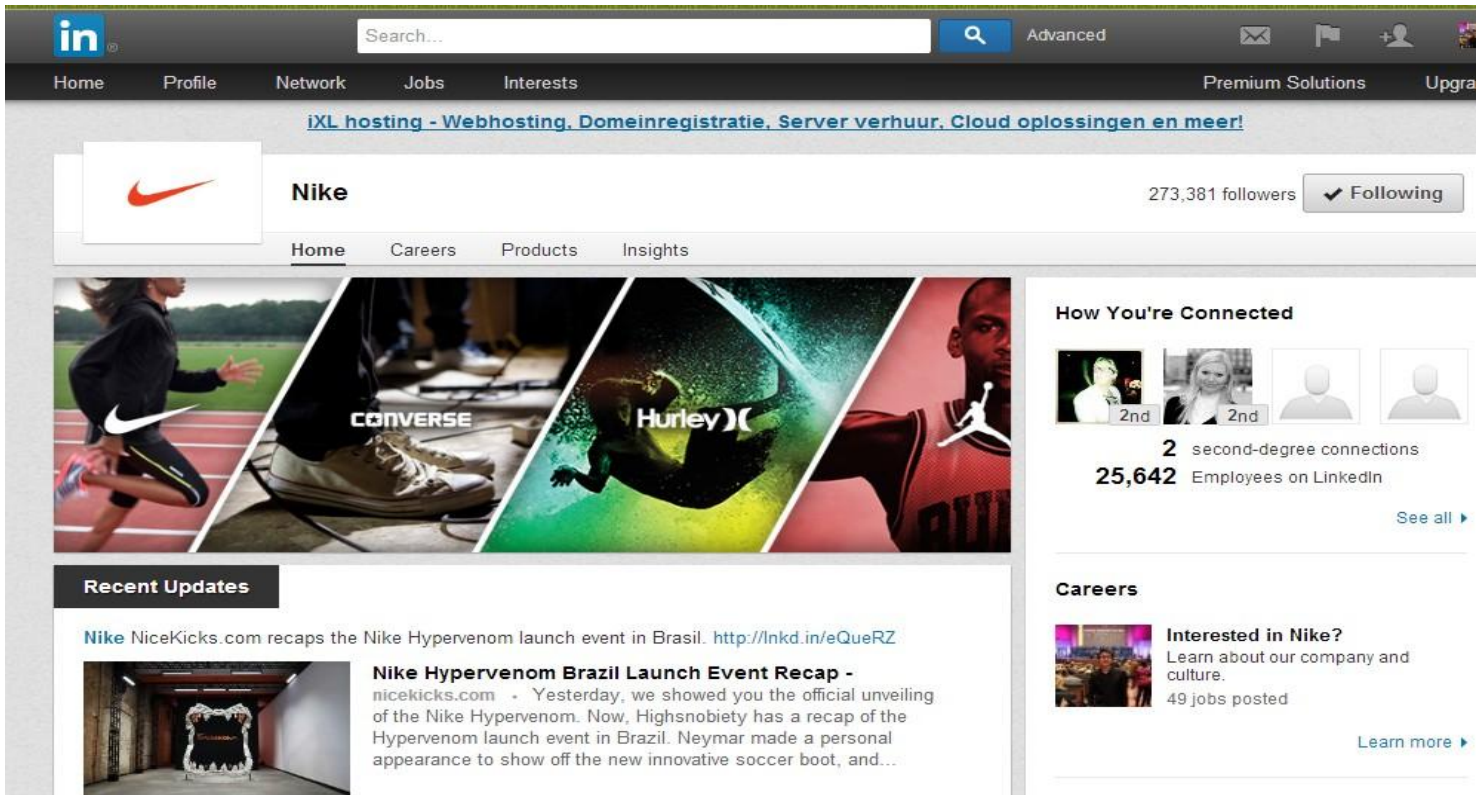
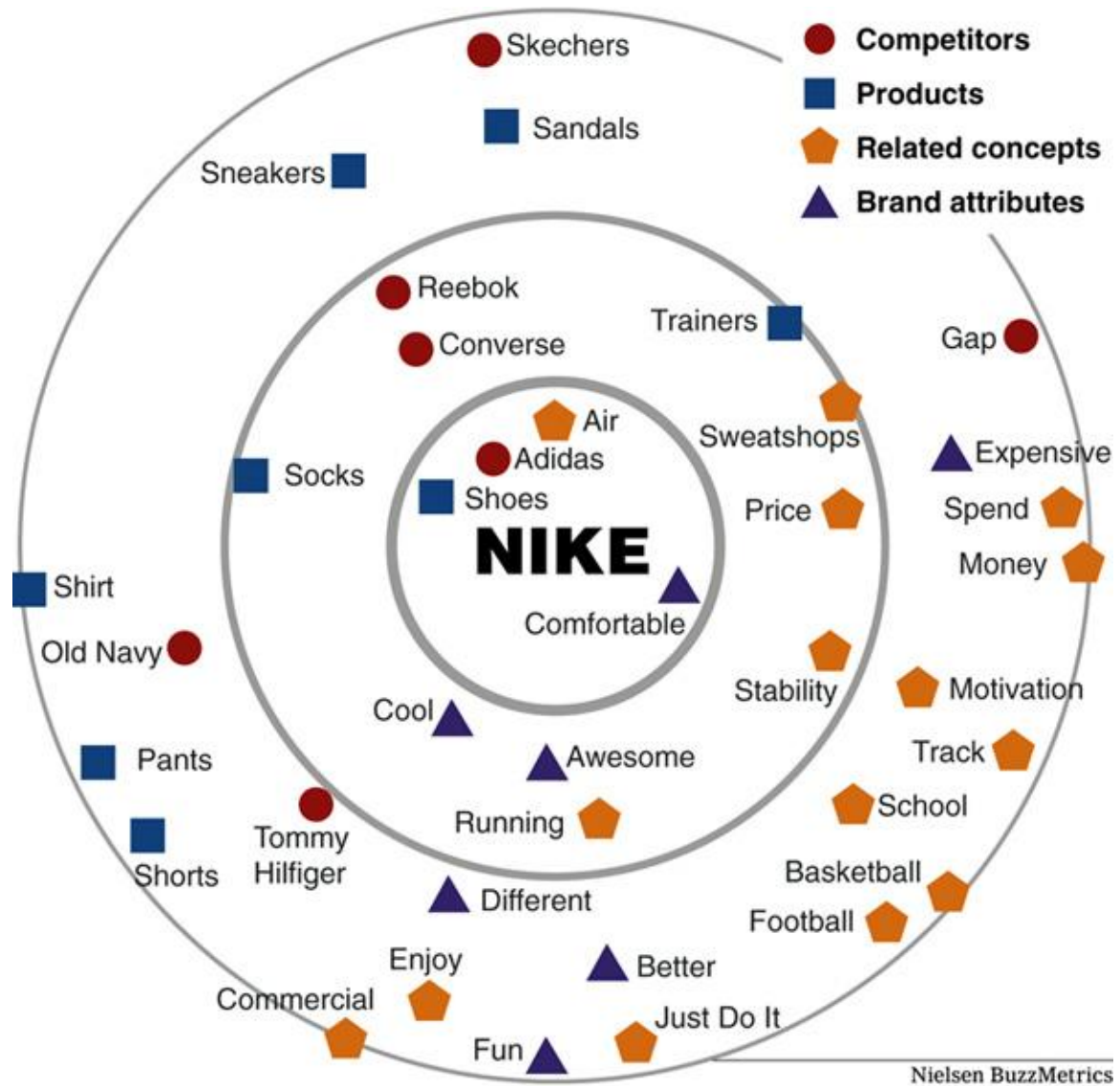
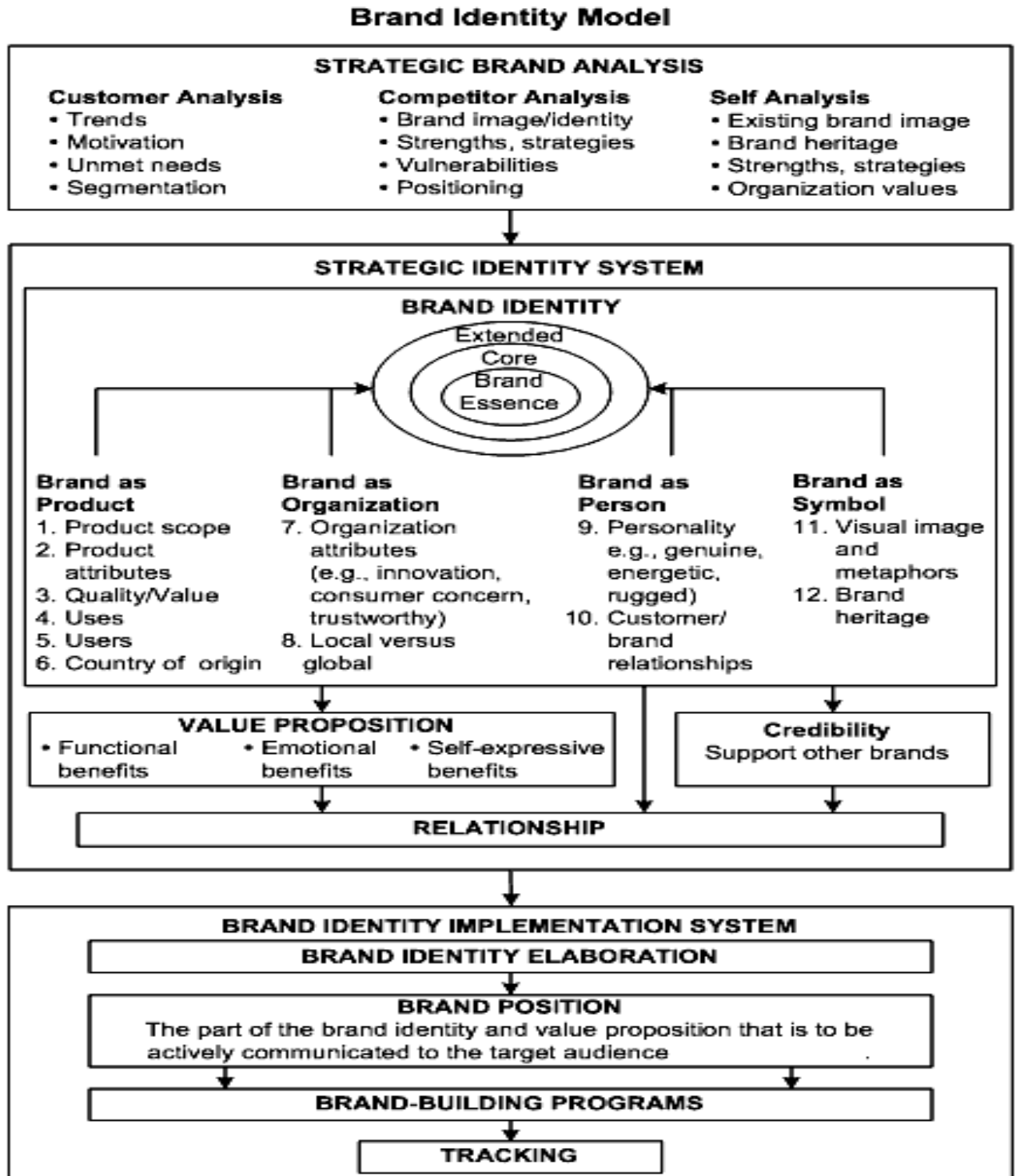


Figure 5: NIKE's Brand Association Map



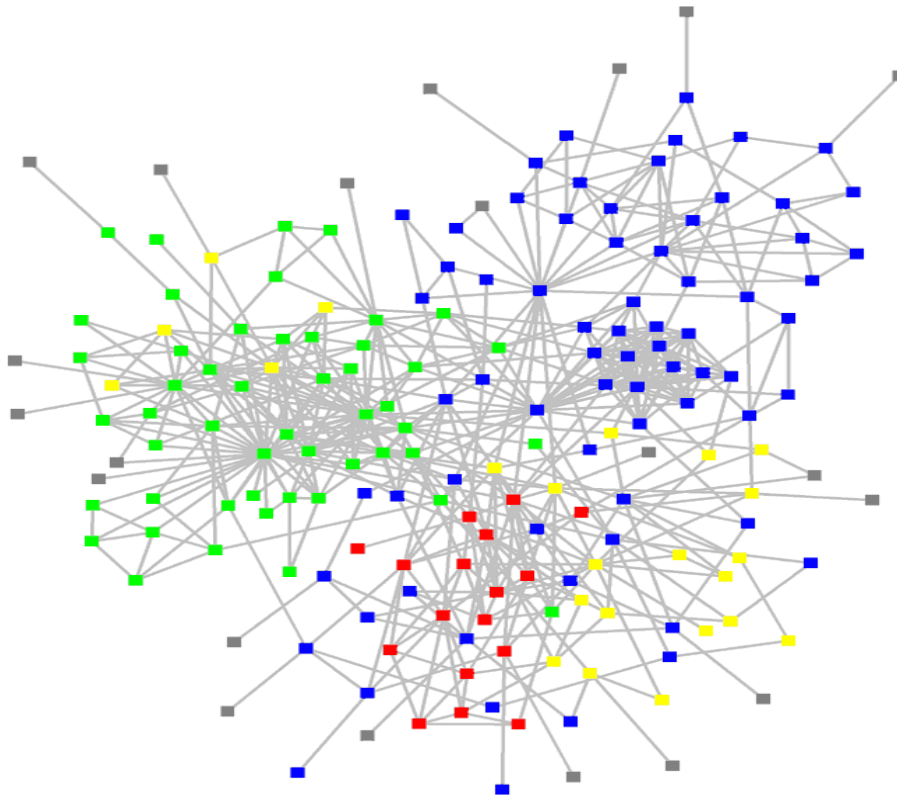
Appendix

Appendix 1: Brand Identity Model Planning



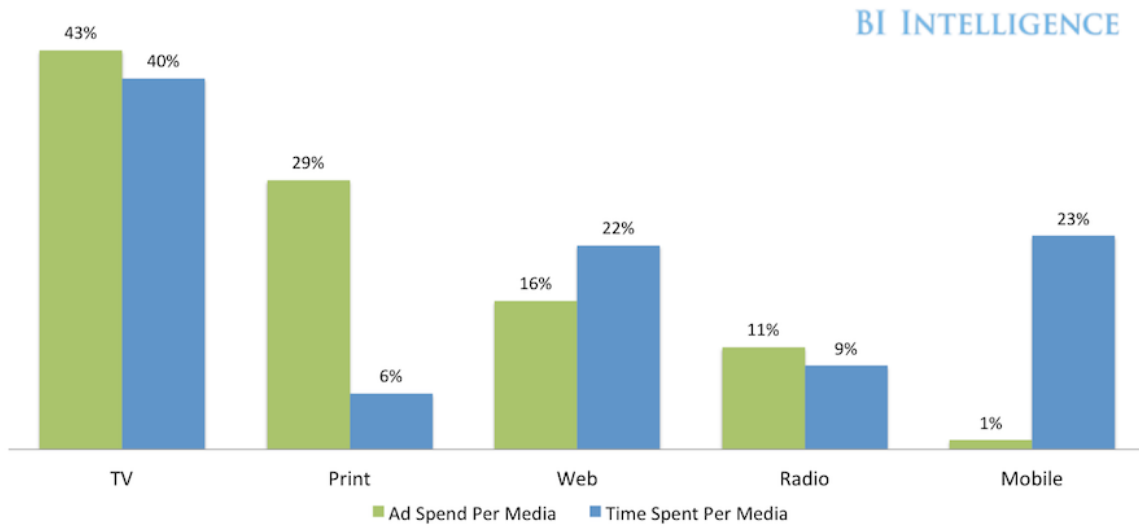
Kilde: Aaker, David A. & Hoachimsthaler: Brand Leadership. The Free Press. 2000.

Appendix 2: A social network after visualization



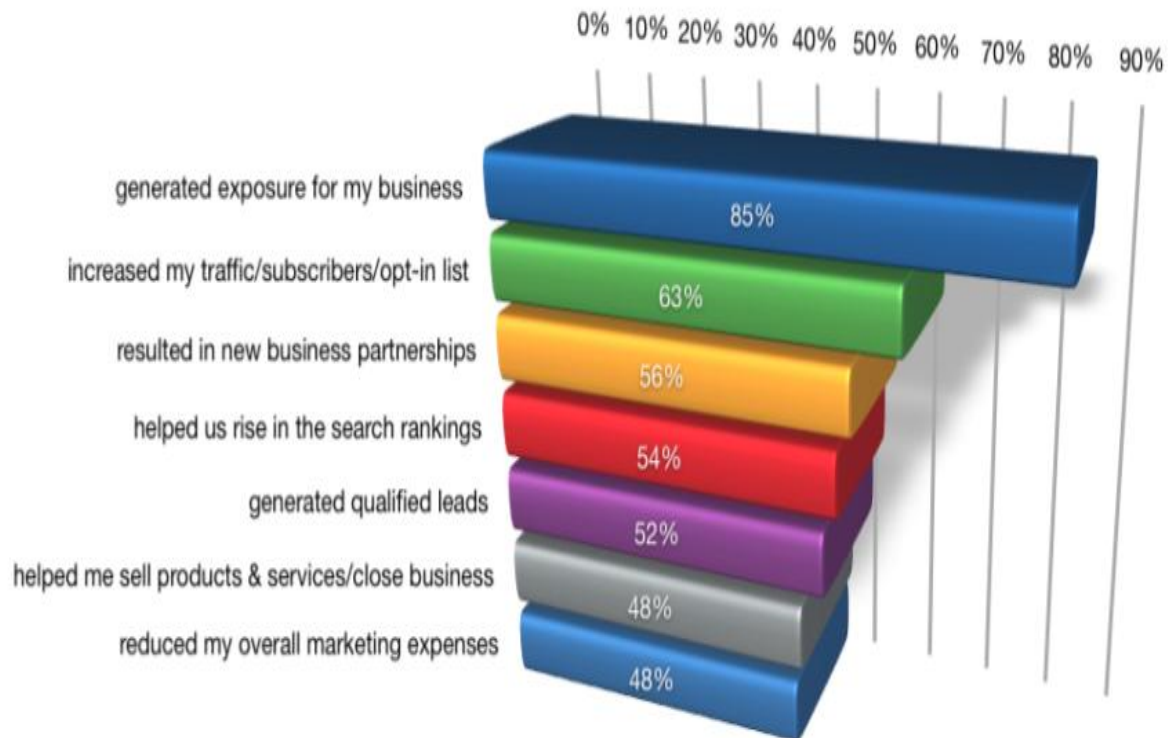
Appendix 3: 2011 U.S. Ad Spending vs. Consumer Time Spent By Media

2011 U.S. Ad Spending vs. Consumer Time Spent By Media



Source: VSS, Mary Meeker (KPCB), comScore, Alexa, Flurry Analytics

Appendix 4: Benefits for social media marketing



Appendix 5: Social media monitoring

R&D / Product	Procurement / Production	Marketing	Sales	Service
<ul style="list-style-type: none"> Improve product and packaging through real-time feedback Optimize launches through rapid adjustments 	<ul style="list-style-type: none"> Predict customer demand Use brand/product sentiment in channel partner negotiations 	<ul style="list-style-type: none"> Identify brand strengths and bottlenecks across consumer's decision journey Measure impact of earned media in overall marketing mix Identify influencers and engage 		<ul style="list-style-type: none"> Detect and respond to feedback on customer experience Identify and engage with influential customers

Source: Nielsen NM incite