SOCIAL MEDIA COUNTS – You just have to know what to count.

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Executive Summary

Social media have, in resent years, attracted the attention of companies, but they are still struggling to understand the integration and use of measurement.

Theoretical perspectives for measuring social media are limited, and it is necessary to look at traditional marketing perspectives to gain insight in social media performance measurement. Companies have discovered measurement barriers, especially in determining the value of integrating social media as a part of the marketing-mix.

This thesis explores how social media performance can be measured, in order to encourage company investment. The subject is investigated through both a theoretical- and field study. Two case companies are investigated. The first is Danske Bank. Danske Bank experienced communication and PR difficulties/crisis in relation to the financial crisis. Social media was utilized to reach out to customers. The second is IBM Denmark, who has the internal culture to embrace social media presence. IBM uses social media as a branding tool for the company and its employees. Interview with the media agency OMD were also conducted, to obtain further insight in traditional media measurement.

The literature revealed, that traditional marketing performance measurement discloses positive relationships between measurement ability and positive impact on firm performance and CEO satisfaction. The theoretical framework is used to investigate the relationship between social media, firm performance and CEO satisfaction. The research revealed, that social media, theoretically, holds similar impacts on the relationships. Meanwhile, the interviews disclosed that currently, financial measurements are undetermined but still have the highest importance for validation of social media initiatives.

By aligning traditional- and social media, using Balanced Scorecard and the Likert scale, parallels and differences in the areas of financial, internal business process, customer and learning & growth are identified and scored. These depict were social media measurement and integration still needs to be developed to achieve wide spread investment by companies. The findings must, however be put into perspective, seeing that only two in-depth case studies were documented. Social media counts - You just have to know what to count.

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1. Introduction

1.2 Setting the scene…

Social media have in resent years become a factor, which no longer can be ignored. In the course of a few years, Facebook has grown from 150 million users to 600 million. They have had a massive global expansion and have created a wide range of new opportunities for both users and companies.

Fast Company magazine has nominated Facebook as the most innovative company ahead of companies like Amazon, Apple, Google, Huawei First Solar, PG&E, Novartis, Walmart and Hewlett-Packard. Keep in mind; Facebook has only been at the marketplace for seven years.

During those seven years Facebook has accomplished to be the preferred social platform, and approximately 250.000 new members join every day.[1] On a daily basis 14 million pictures are added to the platform[2], and in November 2008 Facebook registered, that Denmark was the second largest country measured on Facebook users per inhabitants. Today approximately 2,2 million Danes are using Facebook[3] and therefore:

"If you want to join the battle for customers you need to have your company name registered in social media" - Martin Thorborg.[4]

Communication on the Internet is currently changing from broadcasting towards group-communication where companies now operate in the same playing field as the customers. Consumers have also changed behaviour on the Internet, search-engines and the social media have changed the balance of power and given substantially more power to consumers. Social media have created a platform where companies can respond to customers and vice versa (Dinesen, 2008).

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[1] http://www.fastcompany.com/mic/2010/profile/facebook
[2] http://da.wikipedia.org/wiki/Facebook
[3] http://www.marketmagazine.dk/default.asp?Action=FindItems
[4] http://www.vestjyskmarketing.dk/nyheder/martin+thorborg+om+Sociale+medier/?s=8&n=92

So, is Social Media the future?

It certainly seems so, but is Facebook really that great? Well, let's look at some facts.

Every American Congress member has his or her own personal Facebook or Twitter profile. Barack Obama hired Facebook co-founder Chris Hughes as director of online organizing for his 2008 presidential campaign and his twitter profile currently has 6.358.671[5] followers. Even the former prime minister of Denmark, Anders Fogh Rasmussen, used Facebook during the latest election (2007) and had great success with engaging in communication with the voters. These new ways of real-time and one-to-one communication platforms have even changed the way politicians run for office, that's how powerful these platforms are.

Currently, insinuations have been made that Facebook will be or is a direct competitor to Google.[6] The reason for this suggestion is that instead of using the Google search-engine, and get a wide variety of solutions, users/costumers will be more likely to search for vacation destinations, hotels, and so on, on social media platforms because they can get instant reply and experience on the desired search-question from "reliable" sources/friends. By engaging a search in this manner a more personal connection is established and the choice becomes more reliable due to knowledge of personal preferences in the network. To put this hypothesis into perspective, Yahoo offered Facebook an acquisition sum of 1 billion dollars, but was turned down, and Microsoft bought a 1.6% share of Facebook worth 240 million dollars. This valued the company at a market price of 15 billion dollars.[7] Some analysts think this market value is unrealistic because Facebook is still in the process of discovering how it makes dividends on their "audience".

Everything is not "rosy red" for the social media platforms. Facebook has got a great deal of criticism for its privacy policy. It has even been accused of being the CIA in disguise, a so-called CIA database.[8] All information posted on Facebook is the property of Facebook

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[5] twitter.com/Barackobama (18/1-2011)
[6] http://www.netmediaplanet.com/facebook-the-direct-competitor-to-google/
[7] http://newz.dk/microsoft-koeber-andel-af-facebook
[8] http://www.youtube.com/watch?v=B37wW9CGWyY

and therefore they can do what ever they like with the information. Facebook say they do not use the information in manners to which the user might disagree. The trust involved in using Facebook is, according to Mark Zuckerberg founder of Facebook, the reason why the platform works and its public image is closely coupled with its fate.[9]

Users have become hesitative about their posted information, i.e. pictures, since future employers take a look at job applicants' Facebook and LinkedIn profiles. No one wants their future or current boss to see them in situations that may not be flattering, and steps had to be made to ensure that the users had full control over the content and who is able to see it. There have also been some concerns about the phenomenon of buzzing users' posts.[10]

Another area of concern is the possibility of selling personal information to a third-party, since Facebook is in possession of a wide range of personal information, which would be very valuable to any company when looking at advertising. The question remains, is this good or bad?

Only a small percentage of the companies' knowledge concerning their products is available on the Internet. This is in strong contrast to the fact that between 20 and 40 percent of consumers search for product information on the Internet before making a decision on weather they want to buy or not.[11] Incorrect information is an equally important issue since a wide variety of companies experience PR-crisis on the Internet. This is due to incorrect information communicated by different bloggers and writers or critics. The company Front Page is among the leading Danish PR-agencies working with crisis-control and Web-PR as a part of strategy and campaign. Front Page advises companies in obtaining the relevant information and relaying the knowledge in a language and technology, which make users able to search for and find the relevant information. This ranges from PR-campaigns and dialogue-programs to rapports, newsletters, direct mails, and customer-cases.

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[9] http://www.wired.com/epicenter/2010/02/facebook-patents-Social-network-feeds/#ixzz0houEOgKT
[10] http://www.buzzador.com/index.php/da/bliv-en-buzzador
[11] http://www.drrb.dk/om-drrb/drrb-mediaindex

The demand for more information is one of the biggest challenges that companies face. They literally have a capital of knowledge, which is not being used relevantly, and actively to create added value. Many companies, when dealing with communication and search-engines, often neglect the word "relevant", and if the costumers can't find the relevant information on the Internet it virtually results in the company/product not existing, as stressed by Kirsten Dinesen, Front Page CEO.

The "trouble" of venturing into social media operations is the lack of evidence of performance, input vs. output, or Return On Investment (ROI). Therefore, the persuading factors for managers across the globe have been: We have to be on these platforms otherwise our competitors will and we will lose out on the opportunity, much like the arguments for the infancy of the Internet. Research has been made on traditional marketing with focus on techniques for measuring marketing productivity (Morgan et al., 2002) and approaches to measuring brand and customer equity and identifying metrics in use (Barwise and Farley, 2004). One study to date (O'Sullivan and Abela, 2007) has demonstrated a positive relationship between the ability to measure marketing performance and actual firm performance. Hoffmann & Fodor (2010) outline the issue on ROI:

"A quick Google search recently for "ROI Social Media" returned over 2.5 million hits, many seemingly relevant. Internet marketing and online retailing conferences now devote attention to ROI issues, and managers are asking themselves every day, "What's the ROI of substitute social media applications here? (p. 41)"

A significant number of social media gurus, consultants, and industry analyst have tried to define how social media measurements can be converted into traditional marketing measurements. But still the question remains unanswered.

In light of the "status report" above, and our personal interests as students in Management of Innovation and Business development, this thesis will try to answer the following research question.

2. Research Question

There has been a noticeable trend change between bureaus/companies vs. consumers, in the sense that it has become a reality that consumers are in the drivers seat in regard to were, how, and when a given brand or product will be subject to the "public limelight".

Earlier the consumer was subject to the media world news. Now, on the other hand, they create the top news in the marketplace/space. This is one of the reasons why many companies have difficulties defining and understanding exactly what is going on in the marketplace and capitalizing on it. It is not the companies; it is the consumers who make the agenda. The agencies and companies are used to get measurements through traditional media measurements, and therefore the problem lies within limited agency/company knowledge and understanding of social media. The paradox is that the users have it.

Theoretical perspectives for measuring social media are limited and it is necessary to look at traditional marketing perspectives to gain insight in social media performance measurement, as companies have discovered measurement barriers for social media to become an integrated part of the marketing-mix. This project will aim at answering the following research-question through a double-case study.

"How can social media performance be measured, in order to encourage company investment?"

The focus areas of the thesis will be disclosed in the following section.

3. Delimitations and area of focus

Currently the social media phenomenon is so novel, that a unified and undisputed definition measurement does not exist. Even though the conceptual clarification could aid to understand the technical abilities and capabilities, it is not enough to fully cover measurements of social media.

Using social media at company level holds difficulties due to lack of clarification on what social media actually can provide companies. If social media is to be measured, from a company perspective, then the new technologies have to be used effectively in company communications. It is paramount that the company understands which benefits and possibilities social media can provide. Therefore, this paper will focus on social media for company communication purposes and not between "private" individuals.

There are some empirical studies regarding how companies can measure social media initiatives, and therefore it is not difficult to find guidelines on the process of how to prepare and implement social media as a part of company communications. The lack, which seems to evident, is how companies can measure their social media investments.

Therefore it's this papers goal to identify and explain these measurement tools, advantages and possibilities.

In order to accomplish the above stated, this paper will take its point of departure from:

3.1 The Focus

1. Clarify measurement tools and practice in traditional media.
2. Clarify companies' social media use and measurement.
3. Provide a general understanding of which purposes, advantages, and benefits companies can obtain by utilizing social media measurement.
4. Clarify differences and parallels between traditional- and social media measurements.

4. Structure of analysis – A double case study

Part 1

Introduction, Problem statement etc.

Methodology

Part 2

Traditional media

Social media

Cases: IBM & OMD

Cases: Danske Bank & IBM

Cross Case

Balanced Scorecard approach combined with the Likert Scale

Inside-out approach & Best Practice

Part 3

Discussion & Conclusion
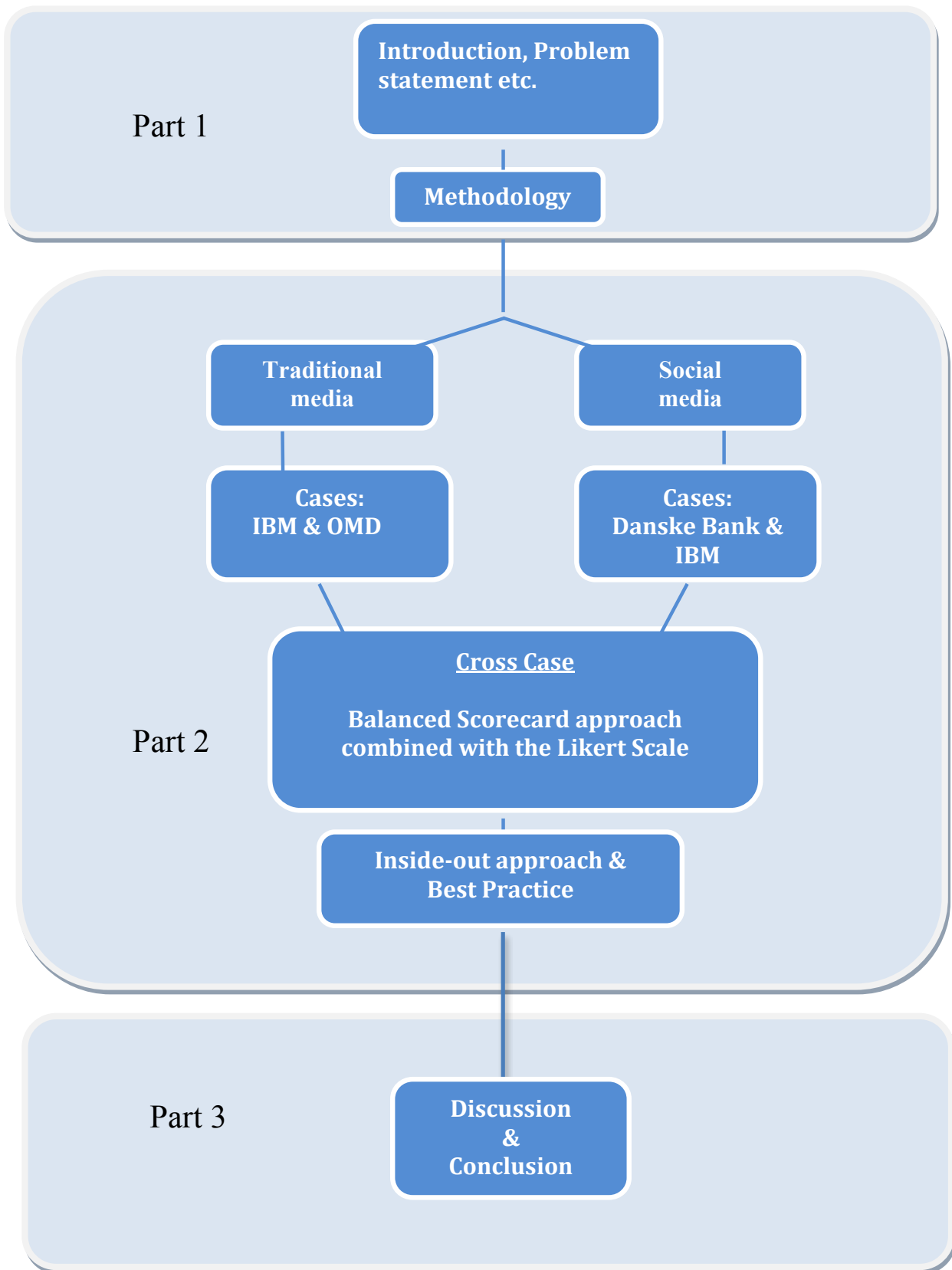
5. Methodology

The thesis is based on both primary and secondary data. In the following sections the relevance of these and the methods used will be reviewed. Furthermore, there will be a critique of the data used and the deficiencies of these.

5.1 Choice of Theory

Since the thesis overall research question is to assess how social media can be measured, in order to encourage company investment, it is important to understand the rise and popularity of social media. At the same time it is also important to understand traditional media, and the traditional well-known measurement tools.

Traditional media provides insights in subjects, which social media currently are struggling with. O'Sullivan & Abela (2007) & O'Sullivan, Abela & Hutchinson (2009) provided relevant research insights in Marketing Performance Measurement (MPM) by conducting two research studies.

The first, in 2007, operated with a survey addressed to the membership-list of the CMO Council, which was the sample frame for the study. The CMO Council is a U.S.-based, not-for-profit organization for senior marketers in high-tech firms. The council's membership is global, though at the time of study, it was heavily skewed toward North American firms. The objective was to determine if the measurement ability (activities and metrics) have a positive impact on firm performance and CEO satisfaction (O'Sullivan & Abela, 2007).

The second study, 2009, aimed to test, whether the ability to measure marketing performance affects the actual performance of firms, in the context of the European high-tech sector. It also aimed at testing whether performance-reporting frequency and size of marketing budget mediate the relationship between measurement ability and performance. It was based on Survey responses collected from 157 marketers supplemented with firm performance data (O'Sullivan, Abela & Hutchinson, 2009).

In both studies it was found, that being able to assess and measure marketing performance ability, correlates positive impact on firm performance and that reporting frequency mediates higher regards for marketing as an activity and CEO satisfaction.

Given that these studies where conducted in both the US and Europe, provides a global outlook on Marketing Performance Measurement and implications. The findings can be directly linked to social media, as conflicting status of globalized network, measurement uncertainty and lack of CEO investment/satisfaction for the media correlates to the conducted studies.

When the knowledge and understanding of these two subjects are reached, a cross-case analysis will be made to identify and score differences and parallels by using balanced scorecard theory and Likert scoring. This is the reason why this thesis is a double case study.

5.2 Data Collection

Interviews were chosen as a large part of the primary data collection, since access was granted to relevant individuals with great knowledge. As a data source interviews are adequate when trying to understand and explore people in their own environment.

Limited knowledge of the problem area may have influenced the interview guide initially, but this has evolved throughout the interview process, as focal points became more familiar.

Experience from the first interview, both with regards to question techniques but also the content, helped to modify the interview guides for the thesis. This development is also described by Ib Andersen (Andersen, 2003; p. 244), and must be seen as a normal part of the process in the collection of qualitative data.

The interviews are characterized as being exploratory, and thus open and partly structured (Kvale, 2005; p. 104). The semi-structured form is a result of our data collection techniques (see figure 1).

Figure 1: Data Collection Technique - inspiration from Andersen, 2003, p. 196

While the technique is asking, without fixed response categories, the data becomes qualitative. We are conducting the interviews and therefore they become primary data.

The interviewees have been exposed to stimulants, which in turn create stimulus data. The Stimulus happens because the interviewees initially are informed about the study's purpose, etc. (Andersen, 2003; p. 196). The purpose of the interview will be empirical in order to answer the research question, and responses are obtained the involved parties.

Our hermeneutic approach, illustrated in figure 2, implies that we, during the interview, are interpretative and listening to the different meanings located in the interviewees statements, and we are aware of the possibilities of continuous reinterpretation inside the hermeneutics circle of the interviews. If we had doubts about an answer, we asked additional questions.
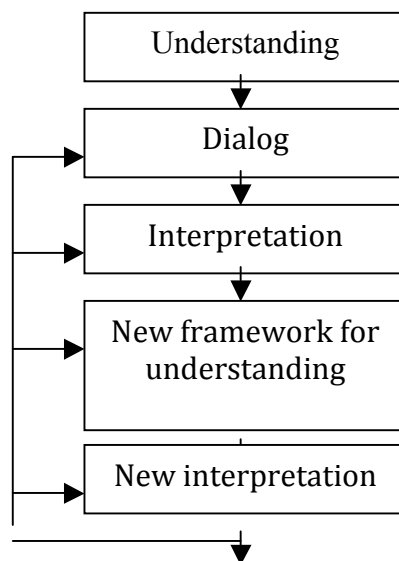
Figure 2: Hermeneutic circle - Andersen, 2003, p. 139

We will, as far as possible, try to interpret the answers during the interview, which will be based on our theoretical knowledge. We will try to verify our interpretations of the interviewee's answers during the interview, through questions that may not be written down in our interview guide (Kvale, 2005; p. 139).

5.3 Practical Considerations

The number of individuals included in the interviews depended on the projects objective. The objective is to uncover the process and involvement of companies' engaging in social media initiatives and measurements. To do so, we believe it is necessary to involve people from the companies who have the specific knowledge.

The number of interviews depended on our opinion, as to when we felt to have generated sufficient knowledge, to form a complete picture of the measurement natures of the companies. Since there are limitations on the number of interviews implemented, because not many are qualified, we tried to achieve a high quality in each interview rather than high quantity.

Before starting the interviews, main topics under investigation, are briefly reviewed. All the interviewed individuals were informed about the possibility of complete anonymity, which none of the interviewees requested.

It should be noted that we, through email correspondence to the interviewees, shortly have described the study's focal points, representing a sort of introductory description. This stimulus will help to strengthen the quality of the interview, as the interviewee is informed about the purpose of the project and thereby hopefully discusses the issues. This is done to avoid unnecessary and irrelevant digression. Before initiating the interview, the interviewee was asked whether he or she had any questions regarding the interview process and purpose in order to avoid misunderstandings (Kvale, 2005; p. 104).

The interviewees for this thesis are:

Interview:	Name:	Company:	Media:
A	Thomas Heilskov	Danske Bank, 29th of June 2010	Social media
B	Christian Carlsson	IBM DK, 30th of June	Social media
C	Jørgen Brandt	IBM DK, 13th of January 2011	Traditional media
D	Camilla Malmose Michael Stein	OMD DK, 21th of January 2011	Traditional- and Social media

Job descriptions:

Thomas Heilskov is Social Media Manager at Danske Bank. Head of Social Media strategy and programs: Din Mening og Bedre Bank & Mind Your Money (Social Media).

Christian Carlsson is Digital Media Strategist at IBM Denmark and overlooks all Social Media Initiatives in the company (Social Media).

Jørgen Brandt is Marketing Manager at IBM Denmark and primarily focuses on IBM's Direct Marketing initiatives (Traditional Media).

Camilla Malmose is International Strategic Client Director in the Media Agency OMD and advises companies in the Nordic regions in choice of media channels and strategy.

Michael Stein is Contact Director at the Media Agency OMD and advises companies within Denmark in media choice and strategy.

It was chosen to transcribe the interviews and the documentation is attached as Appendix 1, 2, 3 and 4.

5.3.1 The Internet survey (quantitative data collection)

An online survey on Survey Monkey was conducted to collect and explore the knowledge, know-how, and vision of social media measurement in order to generate propositions for research.

It consists of 10 questions (which is the maximum number of questions you can make on survey monkey), and was conducted with a personal tone, meaning that questions were formulated with "do you". In this way the Internet survey technique reflects the interviews. The formulations of the questions are intended to be clearly, understandable and non-suggestive.

We are aware that the respondent's answers are a reflection of company values and their own opinions. This survey is not conducted specifically to investigate personal use or opinion, but to clarify company opinion and knowledge concerning social media measurement. Even though this is the purpose of the survey, it has questions relating to personal use, in order to identify social media insights.

The survey is not intended to provide statistically information on companies social media performance measurements, but rather confirm some of the assumptions about company use and measurement difficulties entailed in social media.

The respondents are listed on the following page:

Job title	Company	Industry sector	Country
Consultant	Innovi Danmark	IT	Denmark
Nordic Account Manager	Goviral	Marketing	Denmark
CEO	Presentia	Marketing	Denmark
CEO	FBI Productions Aps	Entertainment	Denmark
VP Pharmaceutical	Ferring Pharmaceuticals	Pharmaceuticals	Denmark
Business Director	Promovator	Sponsorship	Denmark
IT-manager	ASE	Label union	Denmark
Web manager	Doctorservice	Healthcare	Denmark
Research Executive	Synovate	Research	Denmark
Employee	Frederiksberg Kommune	Public	Denmark
Employee	BCIT	Innovation	Ireland
Employee	Refleks	Entertainment	Denmark
CEO	ThinkInNewAreas	Marketing	Denmark
CEO	Noizeworks	Entertainment	Denmark
Fundraising	SMK	Art	Denmark
CEO	Glamour Hotel Music	Entertainment	Denmark
CEO	Roderick IT	IT	Sweden
Nordic brand manager	Nestlé	FMCG	Denmark
CEO	Nielco IT	IT	Denmark
Junior Partner	GoSocial ApS	Marketing	Denmark
CEO	Blücher Media	Marketing	Denmark
CEO & Cocounder	Idenion ApS	IT	Denmark
CEO	Newsperience	Marketing	Denmark
Partner	PensionPartner	Pension	Denmark
CEO	Mindjumpers	Marketing	Denmark
IT-manager	FG A/S	Insurance	Denmark
CMO	Agenzy A/S	Entertainment	Denmark
HR Consultant	eBay/Paypal	Retail	Ireland
Group Director, Tax	Hempel A/S	Shipment	Denmark
CFO	Forenede Gruppeliv	Insurance	Denmark
Total	30		

5.4 Interpretation & Analysis

Using qualitative data increases the need for a thorough review of the way data is analyzed and interpreted. After each interview the answers were discussed in consultation in order to prevent / minimize subjective views. Thereby inter-subjectivity has been promoted, as agreement was reached in terms of interpretation (Kvale, 2005; p. 180).

5.5 Reliability & Validity

We have given a detailed description of our interview techniques and considerations. This ensures a high degree of reliability. Our results, we believe, are assumed to be reliable because:

1) We have conducted interviews, while providing the interviewees with the opportunity to ask detailed questions if there were questions they did not understand.
2) The sample of individuals interviewed and their knowledge.
3) We have not used data obtained by methods others cannot use, or otherwise obtained inside knowledge that influenced the investigation.

According to the above stated we believe that the study ensures reliability. As for validity, i.e. the link between what is desired to study and what is examined, this is secured in the following ways:

1) The process has been characterized by a very open approach.
2) We have been aware of the methods we used and the purpose of the project.
3) Similarly we also believe that the interviewees were aware of the study's intent and purpose.
4) All sections of the project have been discussed and therefore we do not believe that the individual's basic assumptions and ideas about the result have affected the content.
5) The validity is also guaranteed, since we use several methods to reach the result. As stated before, we are using both qualitative and quantitative data as a method of data collection.

Validity is maintained through the stated postulates.

5.6 Source Criticism

Validity and reliability of the data used affect the quality of analysis, and therefore the conclusions drawn. This is why consideration of the data collected will be briefly examined.

The interviews gave a sufficient overview of the areas under investigation.

Meanwhile, lack of accessibility to interviews with Danske Banks marketing department weakens the dynamics of the analysis. Their point of view on measuring traditional marketing would have been of great value to the double case study. Efforts to obtain this interview from our part were not lacking, but nonetheless this was not a possibility.

We rely on the interview with IBM and OMD to represent the measurement model for traditional media. The interviews used for analysis and interpretation is deemed to be valid for the analysis.

Theoretical sources used are curriculum and scientific journals, which are viewed as valid. In addition various websites articles and blogs were used, and validity of these sources can be difficult to assess, since they represent journalistic context and personal opinions.

The reason why we have used these sources are, that we believe they represent a reliable view on the issues uncovered, but there is always uncertainty involved. Jeremiah Owyang, social media blogger, was selected as a primary blog-source for social media measurements, as he was identified through an intense search of blogs, as the most re-tweeted, re-posted, and acknowledged in the measurement blogging community.

In the survey the intention was, that respondents should enter demographic information correctly. The guide was programmed to ask for demographic information before the survey could be initiated. Unfortunately, there are five respondents who have not entered the information correctly. To be part of the survey it was a requirement, that company-name, title, personal-name and country was submitted. The five respondents did not enter

either one of the above stated requirements, and are therefore excluded from the survey and its findings. It was chosen to collect knowledge, primarily among business managers to ensure validity, and the survey was posted on business related channels, like LinkedIn and Amino.

6. Theory

6.1 Marketing Performance Measurement

O'Sullivan & Abela (2007) & O'Sullivan, Abela & Hutchinson (2009) provided relevant research insight on Marketing Performance Measurement (MPM) by conducting two research studies.

The first study, in 2007, operated with a survey addressed to the membership list of the CMO Council, which was the sample frame for the study. The CMO Council is a U.S.-based, not-for-profit organization for senior marketers in high-tech firms. The council's membership is global, though at the time of study, it was heavily focused towards North American firms. The objective was to determine if the measurement ability (activities and metrics) have a positive impact on firm performance and CEO satisfaction (O'Sullivan & Abela, 2007).

For the research they devised a conceptual model, figure 3, to investigate the purposed hypotheses.
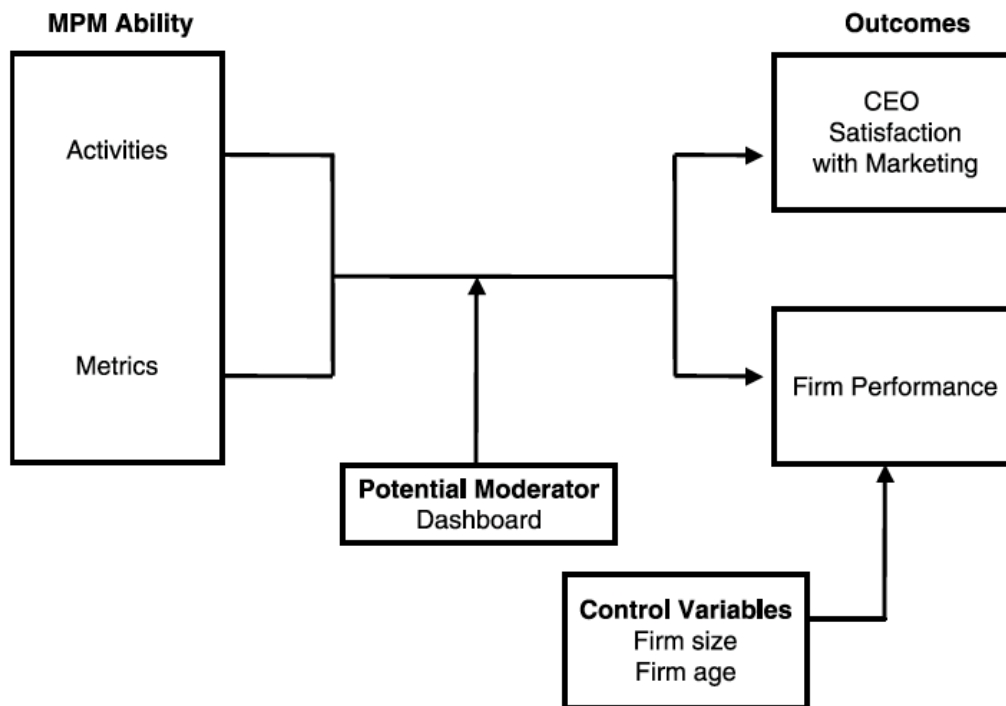
Figure 3: Conceptual MPM model – O'Sullivan & Abela, 2007; p. 82.

The research subjects were MPM ability (activities & metrics) and Dashboards. Activities entailed four disclosed factors, which were:

- Direct Marketing: the ability to measure below-the-line and online marketing activities.
- Management: the ability to measure performance of management and analysis activities.
- Public Relations: the ability to measure public relations, analyst, and other stakeholder relation activities.
- Brand: the ability to measure performance of branding and advertising activities.

The Metrics where:

- Financial metrics.
- Nonfinancial metrics.

In the study, metrics consists of the summed responses to four questions. Over the past 40

years, a range of metrics has been proposed for MPM, which includes both financial and nonfinancial measures. The inclusion of nonfinancial measures is considered an important progression, because it helps provide a more complete description of marketing's contribution. Financial and nonfinancial measurements are two of the four aspects of metrics ability considered in the paper. The other two aspects of metrics assessed are related to benchmarking, as it was demonstrated that benchmarking had an impact on firm performance. Consequently, they included the ability to benchmark against plan and against competitors as metrics (O'Sullivan & Abela, 2007).

The findings of the research were, that MPM ability had a positive impact on firm performance and CEO satisfaction with marketing.

Marketing performance dashboards, even though they had captured the attention of practitioners, did not influence firm performance or CEO satisfaction.

In terms of the four activity factors: Direct Marketing, Management, Public Relations, and Brand, the impact varied across the dependent variables. The ability to measure brand and management activities influences CEO satisfaction with marketing, while metrics do not have significant additional impact on firm performance. However, they significantly affect CEO satisfaction with marketing.

The second study, 2009, aimed to test, whether the ability to measure marketing performance affects the actual performance of firms, in the context of the European high-tech sector. It also aimed at testing whether performance-reporting frequency and size of marketing budget mediate the relationship between measurement ability and performance. It was based on survey responses collected from 157 marketers supplemented with firm performance data (O'Sullivan, Abela & Hutchinson, 2009).

The conceptual model for investigating MPM impact on firm performance and CEO satisfaction is the same as in 2007, but added to the study was marketing performance reporting frequency and budget (O'Sullivan, Abela & Hutchinson, 2009; p. 845).

The replication confirms the main findings of the original study: the positive relationship between MPM ability and both firm performance and CEO satisfaction with marketing. This is an important result. The four-factor structure of the activities constructed is also confirmed by the European data, and confirms that metrics does not have an impact on the dependent variables over and above the impact of activities. In light of these findings, it seems appropriate to refocus attention on the activities measured rather than the metrics in use.

In 2007 it was confirmed, that dashboards do not moderate the relationship between MPM ability and firm performance and marketing's stature, but in 2009 marketing performance-reporting frequency mediated relationship between MPM ability and measured performance.

One leads to think, that dashboards and reporting frequency might be linked, since dashboards are tools for reporting more frequently. Therefore dashboards might also mediate the relationship between MPM ability and measured performance.

Since both studies found, that being able to assess and measure marketing performance ability, correlates positive impact on firm performance and mediates higher regards for marketing as an activity and CEO satisfaction (O'Sullivan, Abela & Hutchinson, 2009).

Given that these studies where conducted in both the US and Europe, they provide a global outlook on Marketing Performance Measurement and implications. The findings can be directly linked to social media, as conflicting status of globalized network, measurement uncertainty and lack of CEO investment/satisfaction for the media correlates to the conducted studies.

6.2 Balanced Scorecard

The Balance Scorecard (BSC) is suggested as a tool to facilitate cooperation and coordination. BSC measures whether the operational activities are aligned with larger scale objectives. The theory of BSC emphasizes that all levels of an organization should

have access to all levels of the firm's strategy – financial, organizational, customer and learning/growth. This should ensure that the strategy is followed, understood and adapted by all workers on all levels in the company.

Kaplan and Norton (1996) introduced the diagram of interactions between vision and strategy. The diagram, with the four perspectives, was designed as illustrated in figure 4:
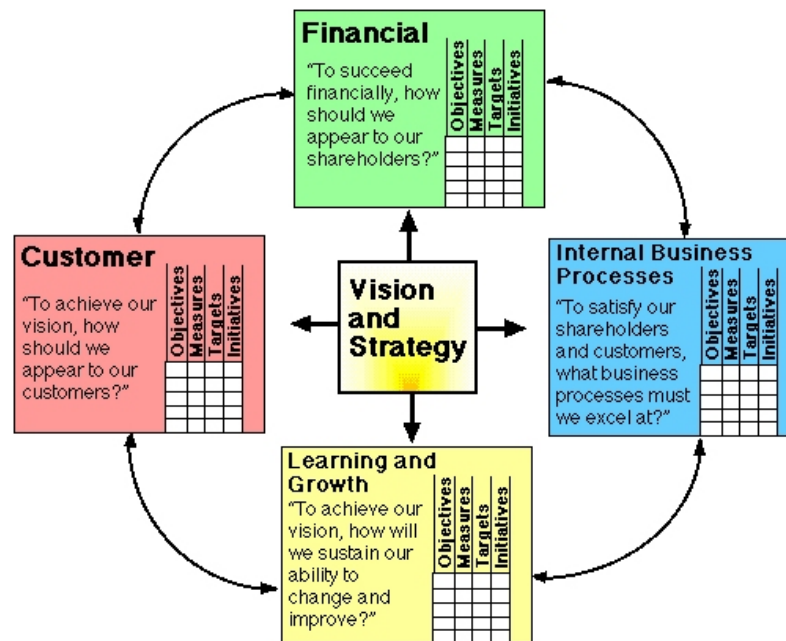
Figure 4: BSC - Kaplan and Norton, 1996

It is in the *financial perspective* of the BSC where consequences of all the other perspectives are reflected. One of the core strengths of a BSC is that it consists of cause-and-effect relationships. The aim is to improve financial results. "Financial objectives and measures must play a dual role. They define the financial performance expected from the strategy, and they serve as the ultimate targets for the objectives and measures of all the other scorecard objectives.

The *customer perspective* is where Kaplan and Norton (1996) argue that it is necessary to ask the question: "how do customers see us?". They suggest that four main areas of customer concern are being addressed: Time, quality, cost and performance, and that these goals are transformed into measure points. This is both an internal and an external process, measuring percentage of sales, as well as finding ways to determine customer

satisfaction levels. Scorecard metrics to measure success or failure in these areas include customer satisfaction, customer retention and customer acquisition.

The internal business perspective's focus must be on which processes are necessary to meet customer needs. Using these critical processes as a base, metrics should be developed that will aid in meeting customers' expectations. The internal perspective is about exploiting its internal capabilities to create value for the customers.

The learning and growth perspective is "a company's ability to innovate, improve and learn ties directly to the company's value" (Kaplan and Norton, 1996). This means that more value for customers is created via continued new product launches and improvement of efficiency. Attention to the learning and growth perspective is essential in achieving the objectives of the three perspectives mentioned above. The objectives assessed in this section are drivers that incite these outcomes and results. An organization's ability to realize financial, customer- and internal business related objectives, are highly related to its ability to innovate and learn. With the balanced scorecard in place managers can monitor feedback and relate this to the strategy.

Balanced Scorecard's four elements represents areas of interest for strategic implementation of social media, and will therefore provide the structure for comparison in the cross case through scoring the abilities by using the Likert Scale.

6.3 The Likert Scale

The scale is named after its inventor Rensis Likert. The Likert scale is commonly used in questionnaires, and is the most widely used scale in survey research. The scale combines a method for measuring the characteristics of an organization, with a prescription for the ideal state of the organization, and a formula for moving the organization from its actual state to the ideal state. In the cross case the Likert scale will be used to determine how compatible traditional- and social media are to the organizations. The score will be based on the analyses of collected theory and quantitative data (Likert, 1973).

The Likert-scale has been modified to evaluate the BSC elements. Strongly disagree equals 1, and thereby social media can't be implemented. Agree equals 4, and here social media implementation and measurement is plausible.

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5
Can't be implemented	Un-certain	Identified	Plausible	Acknowledged & confirmed

To identify if a company is social media ready, they can formulate a social media Balanced Scorecard, and locate which areas have to optimize to integrate social media as a part of the strategy.

7. Traditional Marketing Theory

Measuring marketing performance has long been a central concern in marketing, and remains a vital issue for many corporations, particularly those in industries were marketing expenditures are significant (Sheth and Sisodia, 1995).

Since the 1960s and 1970s, productivity and effectiveness analysis in marketing has advanced, and the worldwide marketing communications expenditure continues to increase (Grønholdt et al, 2009), but is it an investment worthy of balance sheet status? Today, it almost seems as if marketing communications is an investment, but when it fails it is an expense. In a way there is some truth in this.

It's understandable and sensible to evaluate marketing campaigns, but to only approach marketing performance by productivity and audits, might give an isolated image of the context of an integrated marketing performance (Morgan, Clark & Gooner, 2002). This chapter will look at this matter later on, but a definition of traditional media is needed to gain insights in the applied measurement tools.

7.1 Definition of Traditional Media

There is a large quantity of definitions concerning traditional media, but in this thesis it is defined as media, which are characterized by not being real-time communication, and primarily driven by and for the customers. Most of the traditional media have been updated and can be found in electronic versions today. Below a list of the most common ones:

Magazines & newspapers   *Journals*

TV   *Tele Marketing*

Radio   *PR*

Outdoor - Print advertising   ***Direct Marketing…***

Some would ask, why is direct marketing on this list? It is noted that direct marketing is a marketing strategy that reaches its audience without using traditional channels, such as TV, newspapers or radio. Direct marketing communicates straight to the consumer with advertising techniques such as fliers, catalogue distribution, promotional letters, and street advertising. Direct marketing is therefore an interactive use of all the medias mentioned above, and social media can be a direct marketing channel. In this thesis however, it is believed that it makes good sense, because direct marketing is not a new marketing discipline, and even though there are some similarities, direct marketing is distinguished and separated from social media and categorized as traditional media.

General advertising has, over time, been transformed into direct marketing. General advertising was not a responds-building activity, and therefore it was very difficult to measure the success of a campaign, without incurring the extra costs of conducting surveys and focus groups. Through, at that time, advertising embraced the new technologies and has grown beyond its roots.

Traditional Marketing uses costumer relationship building techniques, and performance measures that set the bar for the future of marketing communications. According to Ad Age, direct marketing now garners 25 percent of the U.S marketer's budgets, surpassing newspapers and broadcast TV (Stone & Jacobs, 2008).

Marketing communication results have historically been measured on a medium-by-medium basis, and these are still the norm. The classic division of measurement is one for advertising, another for publicity, a third for sales promotion and so on (Ewing, 2009).

Measurability is a hallmark of today's media world, and all most every form of marketing activity, with rare exceptions, is measurable. Companies expect measurement results connected to their investment by analyzing the activity (Stone & Jacobs, 2008).

7.2. Traditional Media Measurement Ability

The companies' expectations are usually very high, when it comes to marketing results. Companies don't buy campaigns with 500 TRP (Target Rating Point) or 80 percent TV coverage. They buy an effect and a result (Grønholdt, Hansen and Christensen, 2008).

"Money follows the effect. " Michael Stein Contact Director (Interview D)*.*

The traditional way of measuring media impact is the GRP (Gross Rating Point). The model appears in Kotler's book *Marketing Management* (Kotler, 2003; p. 600).
The model is developed to calculate the effect of print and television advertising, and emerged in the 1960s. Most people working within marketing have been trained to select media based on three primary criteria:

1. R = Reach: The number of individuals or households, who are exposed to a particular media at least once in a given period.

2. F = Frequency: Number of times within a specified period, that an average individual or household has the opportunity to see the message.

3. I = Impact: Is a qualitative value of the exposure in a given media e.g. food advertising can have greater impact in a magazine for housewives than in an economy magazine.

GRP is the expression of the advertising for the whole population. 1 GRP equals 1 percent of the population over 12 years old. Target Rating Points (TRP) measures the purchased television points, representing an estimate of the component of the target audience.

Over a period of time, and with multiple expressions, the GRP can be 200, 500 or more. For example a GRP of 100 means that there is bought 100 spots with a 1 percent reach, or that there is bought 2 spots with a 50 percent reach.

Targeted Rating Points are a refinement of GRPs to express the reach frequency of only your most likely prospects. For example, if you buy 150 GRPs for a television spot, but you know that only half of that audience is actually your market, then you would state your TRP as 75 to calculate your net coverage.

Overview of measurement metrics

GRP	Gross Rating Point	Impression of the advertising for the whole population. 1 GRP equals 1 percent of the population over 12 years.
TRP	Target Rating Point	Impression of the advertising for a specific segment. 1 TRP equals 1 percent of the population over 12 years.
OTS	Opportunity To See	Expresses that a person through a media is in a sense position with advertising.
SOV	Share of Voice,	The brand's advertising expenditure as a percentage or "share" of the total product category advertising expenditure. (Gallup)
ROI	Return On Investment	A performance measure used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments.
DCF	Discounted Cash Flow	A valuation method used to estimate the attractiveness of an investment opportunity.
RFM	Recency, Frequency, Monetary.	A marketing technique used to determine quantitatively which customers are the best ones, by examining how recently a customer has purchased (recency), how often they purchase (frequency), and how much the customer spends (Monetary).
NPV	Net Present Value	The difference between the present values of cash inflows and the present value of cash outflows. NPV is used in capital budgeting to analyze the profitability of an investment or project.
LTV	Life Time Value	Is the net present value of the cash flows attributed to the relationship with a customer.
BE	Brand equity	Brand's power derived from the goodwill and name recognition it has earned over time, and translates into higher sales volume and higher profit margins against competing brands.

A critique of GRP is, that the method doesn't include the consumer involvement or response. Involvement of the consumers is one of the most important parameters for the company's interaction with the consumers, and a method that does not describes this involvement can eventually become uninteresting in a digital world. Yet, GRP is still a model that controls the majority of media purchase in the world (Dinesen, 2008). There is a wide range of measurement tools and almost every media has its own measurements. All the above stated measurement tools will be explained in the following section.

7.3 Metrics – Measurement tools & programs

When a company or an agency wants to brand a specific product etc., they normally need a huge amount of information and data in order to segment and target the campaign. But how do they collect this data and knowledge?

Some data exist in syndicated databases like Index Denmark and Gemius[12], which are large quantitative databases. These databases provide an initial overview, but they are not thorough enough, when looking at brand-level or business areas that are highly dynamic (Interview D).

The qualitative data is collected through exploratory methods. Marketing research companies like Synovate, Polaris and Forrester are skilled at getting respondents and ensuring the validity and representativeness. They provide data/analysis for companies and agencies to use in their further strategic process (Interview D).

Another method for collecting data and knowledge is through consumer panels participating in several projects.[13] Most companies have a customer database (internal data). Analyzing the customer data, gives insight in the customers buying pattern, and the knowledge is very valuable, if utilized properly.

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[12] Media measurement includes Internet, mobile, streaming and more. Gemius media measurement also compiles the socio-demographic composition of e.g. the Danish Internet.
[13] www.enalyzer.dk

7.3.1 LTV – Life Time Value (RFM)

The ultimate objective is to build a long-term or lifetime value of a customer. LTV is the total financial transactions with a customer, over the span of the relationship. Another method of measuring Customer Value is the RFM method - Recency, Frequency, Monetary.

Recency shows how much time has passed, since the customers last purchase. Frequency indicates how often the customer has purchased, and Monetary shows how much money the customer has spent (Stone & Jacobs, 2008). The RFM method is closely related to LTV, and since the RFM method has relationships with LTV and Life-cycle perspectives, the method can be used to estimate the future profitability of customers (Stone & Jacobs, 2008).

The Recency variable can identify customers, who have not purchased over an extended period of time and could be classified as inactive. These may require a different form of communication. Frequency indicates how often the customer has acted, and can identify first-time buyers. It may also be noted that customers who bought several times, are more likely to buy again, which may indicate costumer satisfaction (Stone & Jacobs, 2008).

The Monetary factor is very central, as company's largest customers most likely will continue to be the largest in the future. It would also be advantageous to use more resources on those customers, who have spent the most money compared to those who have spent less.

Internal database can be turned into a data technology (CRM Database[14]), which integrates every area of business effecting customers including marketing, sales and customer service. CRM strives to make information a driving force within the organization, not just within the marketing department. These measurement tools are very common in direct marketing, which will be disclosed in the IBM case.

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[14] Customer Relationship Marketing

7.3.2 TNS Media Intelligence

This thesis will take a superficial look at the Danish research company TNS Gallup. The point is to show how companies and agencies collect and utilize the data provided by Gallup. TNS Gallup, or TNS Media Intelligence, has existed since 1939 as a part of the TNS Group, and is one of the world's largest and fastest growing companies within research and market information.[15] Let's take a look at some of the TNS Gallup's measurement tools for TV, Radio & Outdoor.

TV measurement

The Danish Gallup TV-Meter system is among the world's most advanced. TV-Meter statistics comes with TNS Gallup's advanced tool, Infosys, which enables sophisticated analysis and planning of both programming schedules and advertising campaigns. Gallup TV-Meter equipment records all TV viewing in 1000 selected households or 2200 people.[16]

Radio

Gallup Radio-Meter is measuring the listeners of the nationwide radio stations. The amount of listeners of the different radio stations can be detected at any minute. Every radio station has a code on their signal, which is not audible to human ears, and can be identified by a small electronic measurement tool. A selected panel of 750 individuals wears this measurement tool and they are representatively spread across the country.[17]

Outdoor

The Index Denmark/Gallup gathers current information on outdoor media. The exposure of a wide range of outdoor media are available through this service. Gallup's method incorporates the Danish traffic pattern (OTS). This is done through a special interview technique, where the respondents describe their whereabouts the previous day.

TNS Gallup has great influence on the entire advertising industry, and program planners

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[15] www.gallup.dk
[16] www.gallup.dk
[17] www.gallup.dk

use data to improve the program schedule. Commercial channel sellers determine spot prices based on figures, and advertising industries are using analytics to plan their advertisers' campaigns, in order to verify that the campaigns have achieved the agreed number of exposures.[18]

Marketing measurements are consistently on top of the research list, and have been the subject of countless conferences, books, journals, lectures and debates. Despite the effort there has been put into this topic, it would be fair to say, that the marketing communications profession still faces some formidable challenges.

The latest research on a new marketing area, Integrated Marketing Communications measurements and evaluation (IMC) shows, that IMC is potentially critical to organisational performance because it has the ability to provide competitive advantages, despite the fact, that the literature on IMC mostly failed to demonstrate this link (Ewing, 2009).

7.3.3 Return on (Media) Investment

Return on Investment (ROI) was devised for comparing capital projects, were investments are made once and the returns flow during the following years. It is a relationship between investments and financial impact; see figure 5.
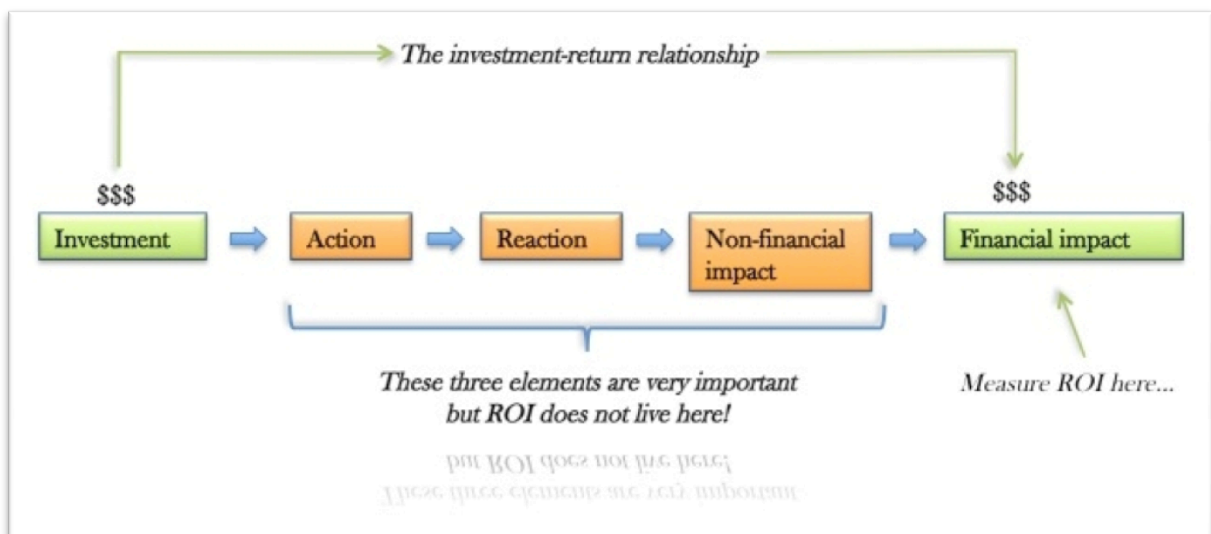
Figure 5: ROI relationship

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[18] www.gallup.dk

ROI is the net return divided by the investment or more correctly, incremental profits as a ratio of the incremental expenditure; see figure 6. ROI is a valuable tool for its original purpose, namely comparing alternative investments.
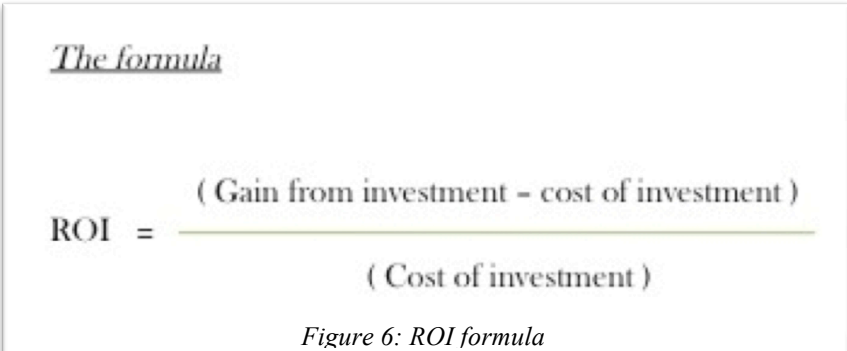
Ambler and Roberts, 2008 argues, that these financial measures are inadequate for explaining marketing performance, since

The formula

$$ROI = \frac{(\text{Gain from investment} - \text{cost of investment})}{(\text{Cost of investment})}$$

Figure 6: ROI formula

they do not satisfactorily deal with the marketing asset called brand equity. They explore the financial measurements of marketing, within the three best-known methodologies, which are, Return On Investment (ROI), Discounted Cash Flow (DCF) and Return On Customer (ROC).

DCF is regularly represented as Net Present Value (NPV), brand valuation, customer life value (CLV) and customer equity. Rust, Lemon & Zeithaml, 2004 defines costumer equity as:

"The total of the discounted lifetime value summed over all of the firms current and potential consumers." (Rust, Lemon & Zeithaml, 2004; p. 110)

Ambler and Roberts, 2008 found six objections to the use of ROI, and could not find any justification for using it or its variants. The six objections all addresses accounting complications. This thesis will not go into to detail with all six objections, since the objective of this discussion is to demonstrate that some researchers argue, that calculation of ROI for marketing is a misunderstood topic.

The first objection to ROI is, that actually marketing expenditures are not an investment in its original sense, and in addition it is not treated as an investment in company accounting. Investments (project cash flow) are typically expensed over a period of time.

Marketing expenditures may influence later periods, but are generally accounted for in the year of investment (Ambler and Roberts, 2008). Categorizing marketing as an investment is, according to Ambler and Roberts, more likely an idea, and creates problems such as the expectation that marketing always will create incremental sales and profit.

Another objection is, that ROI has become a fashionable term for marketing productivity, and is used to describe any type of profit arising from marketing activities.

The question is, why measure marketing performance at all? Ambler and Roberts, 2008 argues, that the ultimate purpose of marketing is to improve shareholder value, and some single financial indicators should therefore judge the marketing performance.

"If shareholder value itself is not feasible, because it is confounded by too many other factors, then discounted cash flow (DCF) or return on marketing investment (ROMI or ROI) should be used. Furthermore, if marketers seek more support from the board; they should express performance in this financial language. " (Ambler and Roberts, 2008; p. 734)

At its simplest, managers would like a single number, representing profits for each alternative way of meeting customer needs. The plan selected would be the one with the highest number. Afterwards the managers would like to assess performance by comparing the actual- with the predicted numbers (Ambler and Roberts, 2008).

Ambler and Roberts, 2008 calls these single numbers a *silver metric* and is the common goal of methodologies such as ROI and DCF.

Marketing performance is essentially multidimensional. A company needs at least as many metrics as it has goals, of which short-term survival and long-term growth are the most common. Even for a single goal, progress might have to be assessed in multiple ways. Reducing multiple metrics to a single index denies the multidimensional nature of the market, which the company is dealing with. The greater the potential for these objectives are to move in different directions, the greater the danger is for this

simplification.

Morgan, Clark & Gooner, 2002 argues, that measuring marketing performance by a productivity and audits analysis, might give an isolated image of the context of an integrated marketing performance. Their contention involves, that marketing productivity analysis and marketing audit approaches are subsets of the broader issue of marketing performance assessment (MPA), and that neither approach can be isolated from the context of an integrated marketing performance framework. For example, while brand equity has been a much research topic in the marketing literature, there remains no universally accepted way of translating brand equity into a dollar value (Keller, 1998).

Nevertheless, the companies and agencies brush this criticism aside, as they look for a popular silver metric such as return on investment (ROI). Marketing managers need simple figures, which show the created results by the marketing campaigns, in order to obtain investments from executives. The second interview with IBM confirmed this.

"There is some correlation between what we do and how many budgets we get. The one in charge of the marketing spending will put his money where he gets the best ROI […] we are therefore talking about a sort of perceived value, and it's really just as important for me that my sponsor thinks that what I've achieved is valuable". (Interview C)

The companies and agencies are familiar with this criticism regarding ROI. They are aware, of the fact, that marketing investments can't be measured or forecasted the same way as shares and bonds. The financial market has indicators, measurements about rates, market value and dividends concerning investments, and in some cases there can be coherence between marketing investment and the outcome, but it is rare that there is (Grønholdt et al., 2008).

In some cases the outcome made the situation worse. Imagine a company in an industry e.g. fast moving consumer goods (FMCG), and the campaign backfires. The consumer doesn't like the commercials or the new image and strategy chosen by the company. The

usual loyal customers won't buy the new products, and the result is a withdrawal of the new products.

This is of course a worst-case scenario and some times it might not be your own fault. Arla Foods, who is the seventh largest dairy company in the world, were heavily affected by the cartoon drawings of Mohammed. Consumers in Saudi Arabia were urged to boycott Danish goods, including products from Arla Foods, even though Arla had nothing to do these drawings. The only connection was that Arla is Danish, and that was enough. All their hard work and good image, built up over an extended period of time, was gone in seconds.

There was nothing they could do about it, other than conducting damage control by apologizing for the incident:

"For many years, Arla has traded and enjoyed good relations with consumers in the Middle East. In fact we have more Muslim than Danish consumers. We respect all religions and wish to express our sympathy and understanding for those who feel wronged by this incident. Obviously, Arla Foods does not support anything that offends people's religion or ethnic background". Finn Hansen, CEO Arla - Middle East.[19]

Another example is Carlsberg, who reinvented their bottles. Carlsberg sales tumbled down after the old bottles were completely taken out of production, as part of a modernization and internationalization of Carlsberg's packaging. Carlsberg spent over 100 million kr. developing and launching a new lighter bottle, which was brighter in the glass, and the box was easier to carry with space for 24 bottles instead of 30. The new bottle looked like Carlsberg's bottles abroad, but in Denmark the new Carlsberg bottle got a chilly reception from consumers, restaurants, bars and retailers. Carlsberg had to withdraw the new bottle, and put the old one back in production[20]. Carlsberg did not know the customers preferences in their home country, which res and this resulted in a misfired campaign.

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[19] http://www.arla.com/press/archive/arla-affected-by-cartoons-of-muhammed/
[20] http://www.business.dk/diverse/ny-flaske-var-et-flop

With any investments there is a risk, and it is the element of risk that all boards, shareholders and CEOs want to minimize and control.

Marketing is a part of a brands existence and survival. It creates an image, and some times an illusion, that consumers believe in (Grønholdt et al., 2008). Marketing does not add any innovative functions or contribute to the product development. Marketing only presents the product to the consumers, but some says that presentation is everything.

O'Sullivan, Abela and Hutchinson (2009) researched marketing performance measurement (MPM), and that coherence between the ability to measure marketing performance positively influences firm performance. Their results show, that there is a positive relationship between MPM ability, firm performance and CEO satisfaction.

The marketing investment is measured during and after a campaign, in order to have the opportunity to adjust and correct the media budget (Grønholdt et al., 2008). Wrong estimations can have serious consequences, and therefore it would be convenient to have a formula/equation to estimate the media budget. It is very difficult to predict the coherence between input (marketing investment) and output (sale), and there are various reasons, but one of them is the nature of marketing (Grønholdt et al., 2008).

Marketing is influenced from a wide array of areas and depends on economy, trends, competition, internal performance etc. Some use sales modelling, as a tool, to estimate the marketing budget, but still marketing, as a discipline, is fairly complex and challenging, especially in a digital world were the consumers are in control (Dinesen, 2008).

The new electronic communication systems are in danger of falling into a measurement trap. While trying to obtain one measure for web, another for 'word-of-mouth', a third for mobile and so on, consumers seem to use all these communication systems, simultaneously and also synergistically (Ewing, 2009).

7.4 Criticism

Traditional marketing is primarily known for its visibility. If an audience sees it, they remember it. This is not the case anymore, and visual overload can happen quickly. The consumers are now controlling the conversation, which means, that the old routines and rules have changed. The circumstances have change completely in a digital world were the technology of Web 2.0 makes it possible for everyone to join in on the conversation.

The customers use media with global reach, faster and more advanced than companies are able to. They control what information they wish to receive, and also were, when and how. Customers respond critically and constructively to both the message and the form of mass media, and communicate directly to markets, other consumers, corporations and governments on issues they view as important.

Companies promote their products in certain ways to a defined audience. They communicate in one way with housewives, in another way with young people, and in a third way with hedonists, but who are the consumers?

Products with very few variations are presented to the consumers in a high frequency pace, and the trick is to read the communication flow and give products the exact size and shape so that the consumers reach out for them. These are the terms of the pull society (Dinesen, 2008).

Marketing push strategy started in the 1920s, with the emergence of the radio, and was reinforced with the entrance of TV in the 1950s, as customers started to receive messages from mass media. They still do, but with the emergence of the Internet, consumers began talking with each other in a degree never experienced before. They help each other, exchange information and play, as the new technologies created the foundation for conversation.

Consumers have rapidly exploited these new technologies, were as businesses have only just begun to utilize them. Gaps between the clever innovative consumer and the companies, who suddenly must understand the technology, have emerged, and businesses

need to acclimatize to new kinds of demands and the technology. Few companies have managed to implement the new technologies and the behaviour that Web 2.0 requires.

Companies, who are managed by an older generation of managers, who did not grow up with cell phones, Internet and social media, tends to have a "natural" scepticism. The methods they have used for decades have worked, so why should not they change? They operate in a world, which belongs to the past, and they trust this world. Unfortunately, this entails that their communication appears old-fashioned, and therefore pass up conversations with the new generation. One could argue, that they do not speak the same language, and companies who are not willing to update their communication, face a series of barriers if they do not change their perspective on the current situation.

8 Traditional Media case - IBM

8.1 The company

IBM's roots go back to the 1890s, but a merger of three 19th-century companies created the Computing-Tabulating-Recording Company that, within two decades, transformed into a growing leader of innovation and technology. This was the beginning of the multinational corporation IBM.[21]

8.1.2 Services and customers

IBM has its headquarters in Armonk, New York. IBM manufactures and sells computer hardware and software, and they offers infrastructure, hosting and consulting services in areas ranging from mainframe computers to nanotechnology. IBM employs almost 400.000 employees in over 200 countries, with occupations including scientists, engineers, consultants, and sales professionals.

In 2010, IBM was ranked the 20th largest firm in the U.S. by Fortune and the 33rd largest

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[21] http://www-03.ibm.com/ibm/history/interactive/index.html#/EarlyAmbitions

globally by *Forbes* [22]. IBM's worldwide patent portfolio exceeds 40,000 active patents.

For each of the past 15 years (1993-2007), IBM has been granted more U.S. patents than any other company [23]. IBM might be best known for their computers, but in 2005 they sold their PC division to the Chinese computer company Levono. In doing so, IBM could concentrate on other projects e.g. building a smarter rail system in Taiwan, as a part of IBMs new strategy – A Smarter Planet.[24]

8.1.3 Vision and mission

A Smarter Planet is IBM's new vision.

"At IBM, we mean that intelligence is being infused into the systems and processes that make the world work — into things no one would recognize as computers: cars, appliances, roadways, power grids, clothes, even natural systems such as agriculture and waterways[25]."

Since introducing the smarter planet concept, IBM has collaborated with more than 600 organizations worldwide that each take their part in making this vision a reality. IBM strives to lead in the invention, development and manufacture of the industry's most advanced information technologies, including computer systems, software, storage systems and microelectronics. IBM translates these advanced technologies into value for their customers, through their professional solutions, services and consulting businesses worldwide.

8.1.4 Core values

IBM Procurement Core Values portray the understanding, integrity, teamwork, initiative and urgency that the company and all its divisions hold in the highest esteem.

IBM seeks to understand the customers, the internal clients, the suppliers' capabilities,

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[22] Fortune. 2010. Retrieved 17 December 2010. Global 2000: IBM. Forbes. 2010. Retrieved 17 December 2010.
[23] http://www.ibm.com/ibm/licensing/patents/
[24] http://www.ibm.com/smarterplanet/us/en/overview/ideas/index.html?re=ussph2.1
[25] http://www.ibm.com/smarterplanet/us/en/overview/ideas/index.html?re=sph

wants, and needs of the entire supply chain, and ensure integrity and teamwork between suppliers and IBM, in order to build long-term relationships with suppliers based on trust, honesty, and candor.

Never compromise IBM's overall best interests in the pursuit of local or divisional interests. Expect teamwork, integrity, respect, and excellence from each other, our cross-functional partners, and suppliers.

Continually seek to improve initiative and urgency and never be satisfied with anything less than a competitive advantage in technology, price, quality, delivery, responsiveness, speed and innovation. Add and protect shareholder value.[26]

8.2 Measurement Ability - IBM Denmark

IBM Denmark is one of the leading companies in the information technology industry, and provides products, solutions and services in Denmark. IBM Denmark has approximately 3,700 employees, and assist Danish companies in achieving effective IT operations. IBM mainly focuses on the Business-to-Business market, and their marketing activities and campaigns a primarily designed to communicate to this market.

8.2.1 Activities – The Campaign.

IBM's marketing activities are characterized by primarily utilizing direct marketing. Unlike mass marketing, direct marketing strives to communicate one-to-one and this means that the company has to invest far more in building and supporting a relationship with its customers. The loss of a customer can have a great economic impact on the business.

The goal, and purpose of direct marketing, is to make customer community economically desirable and stable through lowering selling costs for the seller and delivering higher

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[26] http://www-
03.ibm.com/procurement/proweb.nsf/contentdocsbytitle/United+States~Core+values?OpenDocument&Parent=
About+procurement

product/service to the customer (Stone & Jacobs, 2008; p. 173). One of the basic principles in direct marketing is measurement. With a well planned direct marketing strategy it is possible to obtain three main parameters: attract, maintain and develop costumer relationships.

To secure a solid customer foundation, it is always important to at attract new customers, so called new bizz. Direct marketing focuses on identifying hot leads and getting them to respond while controlling the process in a cost effective manner.

An example could be IBMs customer events (the campaign), were IBM invites customers and companies, who have shown an interest in IBM's services and products, to a product presentation or an education program (Interview C).

8.1.7 The Monitoring Tools & Metrics

Before an event is initiated, IBM sets targets goals for the individual event. A target goal could be 5 leads for an event were 50 companies are participating. Afterwards IBM calculates an average value for the individual leads. The average value varies from product to product and service to service, but the question is, how they determine a lead.

IBM defines a lead as having:

- Buying power
- A timeframe
- A project, and
- A budget

If a company meets these conditions, it can be characterized as a lead. With a scoring algorithm, IBM gives the company a score and is then catalogued in IBM's customer database, which summarizes how much the pipeline IBM has (Interview C). This process is fairly close to the RFM-method.

After an event has been conducted, a satisfaction survey is made, were IBM determines a satisfaction rate/score. The scale ranges from 1-5 were 5 is the optimum (Appendix 5).

This enables IBM to evaluate the event, and make modifications to future events and happenings. When the leads are determined, the second phase begins: The follow up and close phase. IBM will follow up on the specific lead(s) and close them as lost or wins. If a lead is closed as a win, the campaign has reached its ultimate target goal, and it is here ROI is measured (Interview C).

This marketing process is an effective way to ensure attract, maintain and develop customers, and IBM saves the information, concerning participating companies, for future use. They may not sell any products or services to 45 of the participating companies, but maybe at the next event they will be ready for action.

IBM 's marketing performance confirms the statement by Morgan, Clark & Gooner (2002), that marketing performance mainly is measured by productivity and audits analysis. The marketing department gets credit for qualitative goals, but the quantitative goals are how many leads and how much pipeline the marketing department has created (Interview C).

The interview with IBM confirms, that there is coherence between the marketing measurement, the obtained goals and the budget size awarded to the marketing department. The CEO will invest were IBM achieves the highest ROI (Interview C).

IBM is aware that there is not necessarily a correlation between marketing performance and a successful campaign. None the less criteria still focuses on hardcore financial measurements (Interview C). IBM's marketing departments purpose is to secure pipeline (leads) to the sales department, and they use analytics to measure conversion rates on a direct emails, open rate of HTML click rates, conversion rate of telemarketing, number of views on web page, click rates on banners and satisfaction rate of events, but because the campaigns are differentiated. Another measurement of importance is customer satisfaction, but IBM is not particular good at setting non-financial target points (Interview C).

An area of importance, for marketing performance, is to measure the response. IBM is aware of this importance and has opted to buy the software tool Unica[27], which can measure how much response and action IBM has created. IBM calls this a marketing opportunity tool, as Unica can analyze individual web browsing habits, interests and preferences, types of promotion customers respond to, were they come from and how they found the website.

IBM is still learning about social media, but has taken a step, which many companies have not.

They have recognized the power and opportunity social media creates, and have hired a Social Media Manager despite the belief, that it is very difficult measure financial impact on social media.

"You never know what you get for your money on social media. Although they can tell me that I have received so many clicks and so many exposures - I do not know what the value has been. It is difficult on the B2B market to measure social media". (Interview C)

This statement and belief summarizes company's problems and challenges with implement social media on a high marketing level. We are still in the middle of an economic crisis, and caution regarding social media investments seems sensible, when the companies only approach marketing performance by productivity and audits analysis.

"It's the crisis in measurement. You can't sell what you can't measure, and, unfortunately, our measurement systems are not keeping up with either technology or consumer behaviour" (Wurtzel, 2009).

Alan Wurtzel (2009), Michael T. Ewing (2009) and Michael J. Valos (2006) all argue, that integrated marketing communication measurement is needed, due to the fact consumers seem to use all these communications systems concurrently, simultaneously and assumable, synergistically.

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[27] http://www.unica.com

Individual consumers have quickly embraced the practice of using a variety of channels, through which they conduct their purchases. Multi-channel distribution is an increasingly important phenomenon in marketing, even though it's more complex to implement and measure than 'traditional' single- or dual-channel marketing.

In the last two decades, particularly with the arrival of the Internet, multi- channel strategies have become implemented in business-to-business marketing. Typically, multi-channel consumers utilize a range of channels in order to purchase and obtain post-purchase service. Channels include the Internet, call centres, retail stores, sales force and direct mail.

The findings suggest, that the main areas of multi-channel marketing measurement problems are:

A) Understanding return on channel investment

B) Understanding customer channel preference, and

C) Isolating individual channel impact (Valos, 2008).

The research studies and theory both point the same direction. There is an essential need to measure financial impact on marketing performance to insure CEO satisfaction. Meanwhile, the traditional measurement systems are not keeping up with either technology or consumer behaviour, but the companies can't change measurement methods before the new integrated marketing measurements are in place. According to Najmi et al. (2005) businesses believe that performance measurement frameworks should be multidimensional. Unfortunately, the early attempts at performance measurement frameworks were too financially oriented, and did not provide strategic vision. Najmi et al. (2005) states, that an ideal performance measurement system must include measures, which are strategically relevant as well as measures, which address both efficiency and effectiveness.

9 The point of view of an agency – OMD

OMD (Omnicom) was founded in 1996 and is a part of the worldwide OMD network, represented by 140 offices in 80 countries. OMD Denmark has been selected as the best Media Agency the last 15 years.

OMD was asked about marketing measurement ability. OMD intends to be non-reliant in choice of media channel. Strategies by OMD are determined by the desired assignment of the customer.

"In that sense, we do not look at groups of media as traditional- or social media, but social media is clearly in a category of its own"[…] "We have no interests or are financially involved with any media channels, so we are neutral. We are objective in our advice" (Interview D).

The task is to analyse the challenge, and find a solution that can contribute to boosting the firm performance. Some challenges can be solved through TV, some through radio others through social media. OMD argues, that the money follows the effect.

9.1 An example - How to choose media for mobile phone campaign

1. Find out who the users are? Who would be in the market to buy? What are they using today?
2. Look at what channels the target group uses?
3. How does their media-day look like? Time spend online, time spend on TV etc.
4. Who do they ask for advice?
5. How does the consuming process look like? How long is it?
6. Where are the contact points?

When the targets findings and contact points are known, the choice of media can be taken. In most situations an integrated media strategy is chosen, containing several types of medias, but the chose of media is not taken before the targets findings are known.

TV is by far is most expensive media, but also one of the most effective media. Gallup's latest Trend Analysis (figure 7) shows that over 60 percent of advertisers use more than 15 mio. kr. of their media budget on TV. This makes TV the most important media for sales and firm performance.
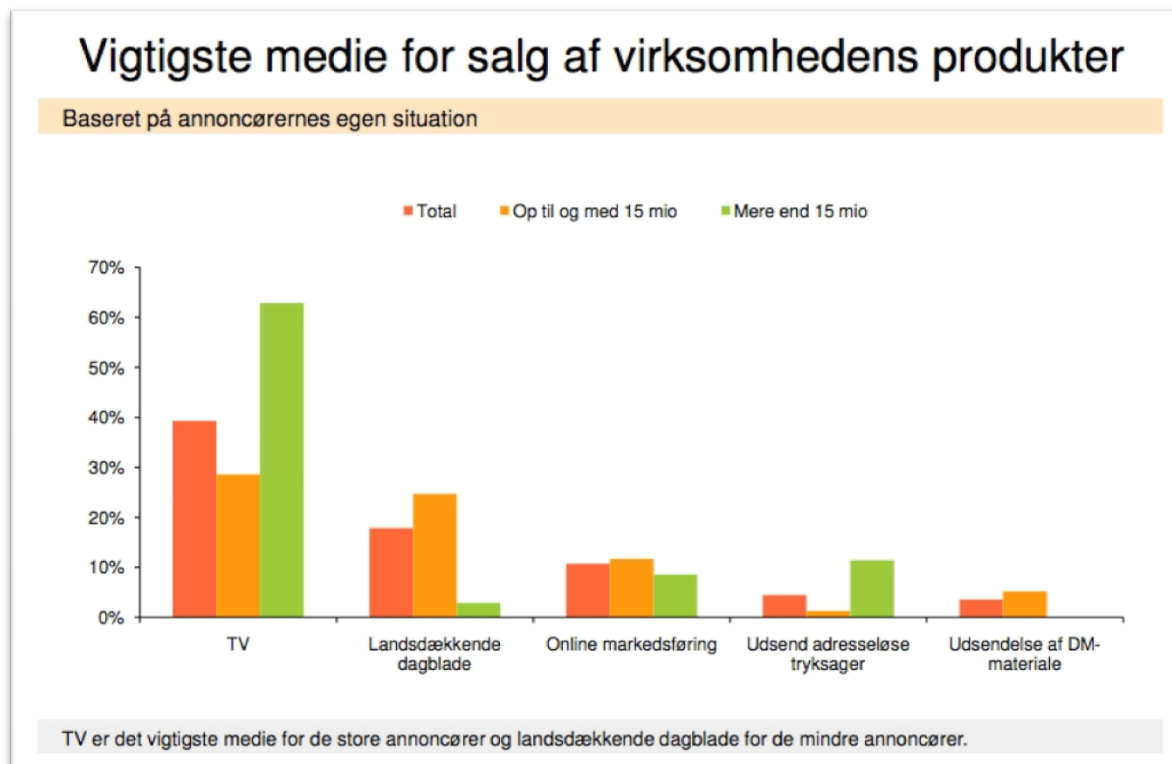
Figure 7: Gallup Trend analysis 2011, p. 25

Surprisingly, TV has a clear distance to online marketing, but the trend forecast predicts, that online will continue to grow in 2011 and win market shares across the board. This trend shows, that although the Internet and social media are on the rise, advertisers and consumers still turn to traditional media, as it dominates marketing budget spending.

"Money follows the effect. Quite simple. It's also about how we spend our time, and we see an enormous amount of Tele Vision" (Interview D)

The effect is measured isolated, and statistical models calculate the right moment for exposure, so that the audience is being targeted at the contact points that give the best effect. By isolating the effects, OMD can see that TV drives most sales to some customers, and some media works better for others. Money follows those media channels, which work most effectively, given that it can be measured to document the effect (Interview D).

There are a lot of synergies and the media correlate, but it is only in situations were the effects are separated. When the impact is compared, in relation to the investment, the return on the media investment can be calculated (Interview D).
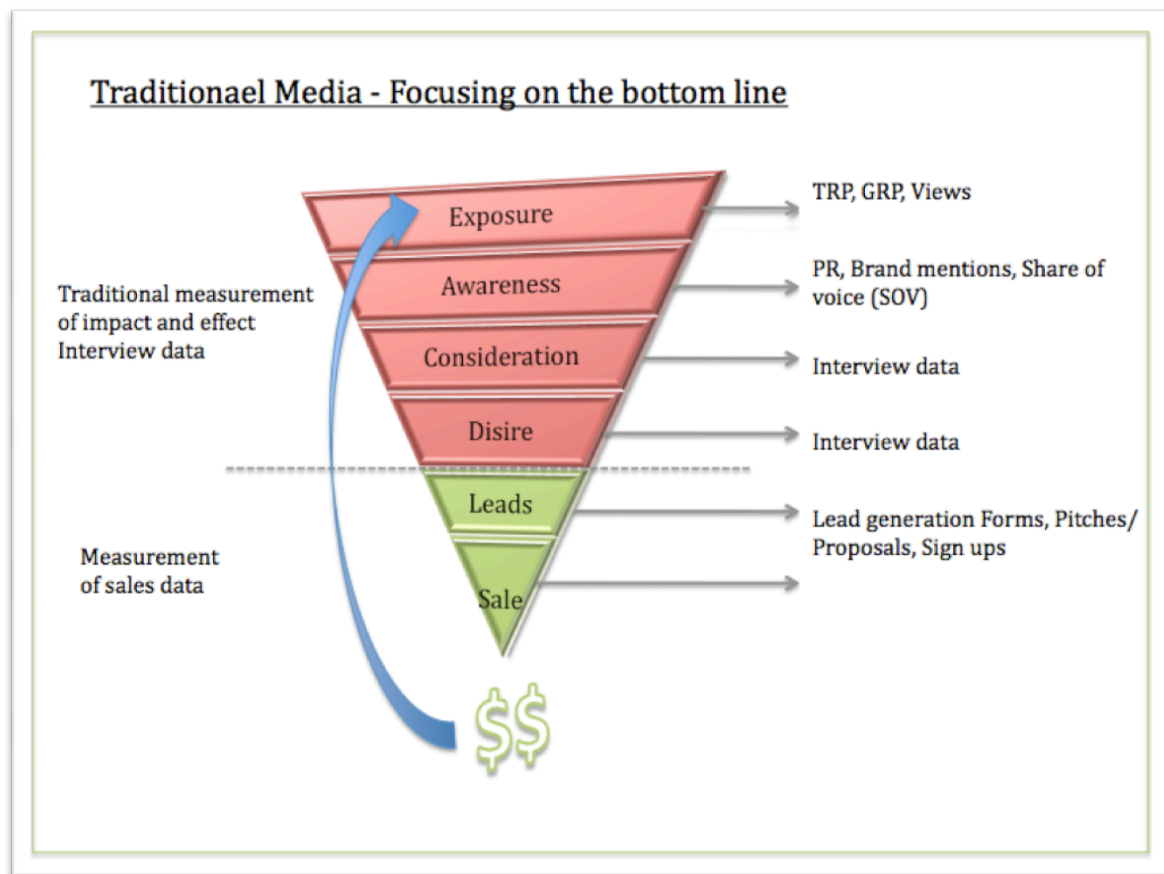
Figure 8: Traditional media funnel

Three advantages of traditional marketing include a high percentage of visibility, easier to know where to invest campaigns, and more accurate ROI calculations.

Figure 8 shows the traditional media process in a funnel, which starts with the exposure e.g. measured in TRP, and is tracked and measured all the way to sale. This is the process, which companies are familiar with, and the companies have to devise these elements in terms of using social media.

Summary

The analysis of traditional marketing has disclosed a positive relationship between measurement ability and positive outcomes in firm performance and CEO satisfaction. Measurement tools and metrics for traditional media are acknowledged and confirmed on the CEO level, and financial measurements are predominantly used.

10. Defining Social Media

10.1 Relevant Knowledge & Information

Only a fraction of company knowledge, regarding their products, is available on the Internet. This is in contrast to the reality, that consumers are searching more and more for information on the Web, when deciding to buy products. Incorrect information is an equally large problem, as many companies experience PR-crisis' on the Web, due to misinformation written by others or critics.[28]

Every time some one uses a search engine, it is the same as reaching out for information. Companies can choose whether they want to embrace that request or ignore it. When the customer is able to find information that is valid, serious and exactly the topic they find relevant, the road is cleared for a positive dialog or even a purchase. In essence, a lead has been created.

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[28] http://www.front-page.dk/

10.2 Conceptual Clarification

In order to have a solid foundation for an investigation of companies' use and gains of social media, it is important to understand the background, origin and popularity of the media.

Social media is an unified term for multiple types of technologies, whose popularity has grown significantly over the past years. The Internet, when it was a new and unexplored media, supplied great discussions involving its potential (Porter, 2001). The evolution, which social media is a big part of, reflects the debates, visions and ideals of that time (iCrossing, 2007; p. 7). The emergence of digital technologies and the Internet, facilitated the possibility for people to create their own content e.g. pictures, video, sound and words (Web 2.0). Technologies, of various characters, have enabled virtually anyone to create blogs in minutes (iCrossing, 2007), and social media represents basic human values:

"*Sharing ideas, cooperating and collaborating to create art, thinking and commerce, vigorous debate and discourse, finding people who might be friends, allies and lovers – it's what our species has built several civilizations on*" (iCrossing, 2007; p. 7).

The interest for social media stems from the possibilities of interaction, which it provides, and satisfaction of very basic human needs. These are very difficult, if not impossible, to create through traditional media.

In the e-book "What is Social Media?" (iCrossing, 2007) five characteristics, which make up social media, are listed:

Participation
Social media encourages contributions and feedback from everyone who is interested. It blurs the line between media and audience.

Openness
Most social media services are open to feedback and participation. They encourage voting, comments and the sharing of information. There are rarely any barriers to

accessing and making use of content – password-protected content is frowned on.

Conversation

Whereas traditional media is about "broadcast", content transmitted or distributed to an audience, social media is seen as a two-way conversation.

Community

Social media allows communities to form quickly and communicate effectively. Communities share common interests, such as a love of photography, a political issue or a favourite TV show.

Connectedness

Most kind of social media thrive on their connectedness, making use of links to other sites, resources and people (iCrossing, 2007; p. 5).

10.2.1 Types of Social Media

All of the characteristics stated above are imbedded in the different social media platforms. Figure 9 shows the different types of social media.

Social Networks	Blogs	Wikis	Podcasts	Content Communities	Micro Blogs
Facebook	Personal	Wikipedia	iTunes	Flicr	Twitter
MySpace	Political	Wikihow	Mediafly	YouTube	Pownce
Bebo	Corporate	Wikinews	Winamp	Del.icio.us	Jaiku
LinkedIn	Media	Wikitravel	Juice	Digg	PingGadget

Figure 9: Types of social media

Social Networks are sites, which allow users to build personal web pages or profiles and establishes a personal network. On these sites, content and communication is at the centre of attention (iCrossing, 2007; p. 6+14).

Blogs are online journals of various natures. Virtually any topic has someone blogging about it, and blogs are often linked to other blogs or websites. It is possible to comment, as well as subscribing to blogs of choice, and follow the bloggers conversation (iCrossing, 2007; p. 16-19)

Wikis are knowledge websites with user-generated information, acting as a public or private document or database (iCrossing, 2007; p. 20).

Podcast are audio and video files available by subscription via the Internet (iCrossing, 2007; p. 22).

Content Communities are communities, which share content. These range from photos, links to videos ect. (iCrossing, 2007; p. 6).

Micro blogging is social network blogging, where small updates or blog-posts are generated through a website or a Smartphone (iCrossing, 2007; p. 27).

Social media has now been defined, and the thesis will turn its focus towards the measurement issues of social media.

10.3 Social Media Measurement Ability

Marketers, all over the world, have been scratching their heads, when managers have asked them whether or not to initiate the engagement in social media. The reason is the request for concrete measurable metrics, which can supply managers their preferred tool for investment decisions, ROI. Measuring ROI, within social media, has long been up for debate, and seems likely to become ever more so, with the massive spread of both social media use and budget cuts in relation to the recession. Due to these and other circumstances, businesses need to make sure that they are getting a return on their investments, and the request or quest to find the formula for ROI has been going on for years. Currently this aspect of social media has accelerated as the demand has increased:

"It seems like every week brings another post attempting to reinvent the acronym or the meaning – ROI really means Return on Influence, or Return on Engagement is the new ROI, and on and on". (Fisher, 2009; p. 189)

According to Paul Gillin (2009) online marketers, and companies, are facing a paradox: The Internet is the most measurable medium ever invented. Yet, the lack of commonly accepted metrics continues to stymie marketing initiatives (p. 257). Another author, Jeremiah Owyang, expressed this concern back in 2007, when he described the amount of data, which can be monitored on the Web, can cause "Analysis Paralysis" (Owyang, 2007).

As stated/described in the section on traditional media, conventional methods of advertising i.e. television and radio are heavily used, but in fact these media are far less measurable than social media. The reason for this behaviour is familiarity, as decision-makers are like fish in the water with these media. They grew up and worked with them for years; hence, they know them inside out. Decisions on whether to engage in the social media-age becomes a daunting feat, as the platforms are still up for discussion in regards to added effect, impact and measurability.

A study of 340 marketing executives[29], published in the McKinsey quarterly, discovered that "insufficient metrics to measure impact" was the number one factor for holding back on investments (Bughin, Shenkan & Singer, 2008).
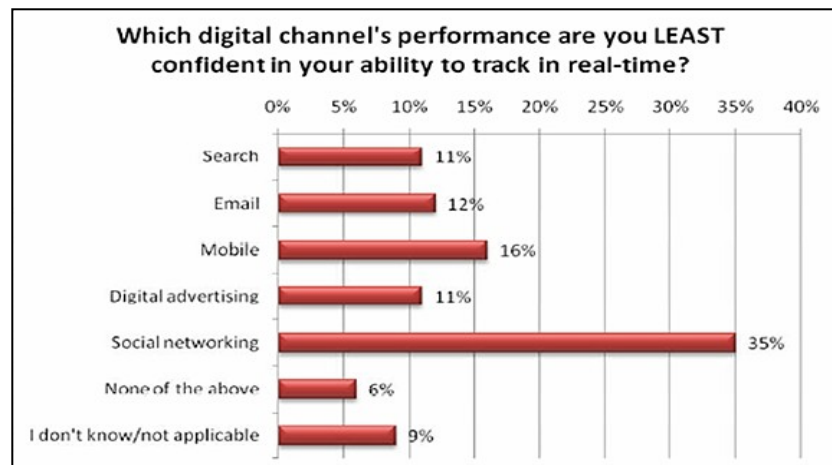
Figure 10: Confidence in ability to track real-time

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[29] The survey included executives from both publicly and privately owned companies based in Asia, Europe, Latin America, and North America, in industries such as manufacturing, high tech, and professional and financial services.

Further adding to the point of managers' questionable confidence with the media, a survey made by Sapient, depicts managers' fear or lack of understanding social media[30].

As illustrated in figure 10, 35 percent of the 120 marketing practitioners asked, revealed that social media is the media they are least confident in tracking real-time.

The most important thing to measure, as a marketer, is the return on investment or how much money, efforts are contributing to the business (Zarrella, 2009). In order to measure performance and current efforts on social media, metrics are vital, but metrics will only provide the means, not the ends. The much overlooked aspect of companies' efforts and measurements are the gap, or lack, of objectives and KPIs[31] set in the beginning of social media engagement.

Initial definition and information regarding social media is crucial for understanding the measurement issues involving the media. Therefore, an overview of social media has been conducted to aid this understanding.

10.4 Metrics – Measurement tools & programs

Companies' initial involvement in social media is a process with a wide array of questions, which have to be addressed. One of the most crucial ones is the question of which monitoring tool to select and operate.

As there is a wide array of questions for the tool, there is, in correspondence, a wide array of companies who provide solutions[32]. Which one(s) to choose is most likely impossible to comprehend, as they excel in various areas, and since clear goals, as well as campaign trials, have not yet been established. As such, the focus will turn to Google Analytics, as it is a free product that can integrate a wide selection of focal points for the analytics part of social media engagement.

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[30] (http://www.marketingcharts.com/direct/senior-marketers-little-confidence-in-ability-to-track-multichannel-campaigns-3171/sapient-multichannel-marketing-digital-channel-tracking-least-confidentjpg/)
[31] KPI – Key Performance Indicator
[32] http://mashable.com/2007/06/25/analytics-toolbox/

10.4.1 Google Analytics

Google Analytics enables tracking of sales and conversations while measuring them against threshold levels. It is also integrated with AdWords[33] and AdSense[34], and assembles possibilities to optimize performance with post-click data on keywords, and notify the company which on-site content generates most value.

It is also possible to track e-mail campaigns, banner ads as well as offline ads, and by tracing transactions to campaigns, revenue sources can be identified. Google analytics enables companies to uncover weather their site is under- or outperforming compared to industry measures.

In the large amount of gatherable information available, the program allows for custom reports and dashboards, which display and track the desired or company relevant information. These reports are available for as long as it is desired, due to the composition of the program.

When the monitoring is completed, pivot tables, multiple dimensions and filtering features facilitate the ability to manipulate data in the report tables, so that fine-tuning results become easy[35]. Google Analytics can be used for on-site and off-site purposes.
Monitoring programs are well used in the companies as Thomas Heilskov states:

"We use different monitoring tools, and monitor everything that is being said about Danske Bank". (Interview A)

Monitoring tools span over a vide array of focus areas, Danske Bank uses Meltwaters buzzmonitor (Interview A), while IBM uses Cobra and Banter (Interview B). These tools will be introduced and depicted later. Facebook and Twitter also provide onsite analytic tools.

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[33] http://adwords.google.com/support/aw/bin/answer.py?hl=en&answer=6084
[34] https://www.google.com/adsense/static/en_US/AfcOverview.html
[35] http://www.google.com/intl/en/analytics/features.html

10.4.2 Facebook

Facebook offers new businesses tools to better understand data relating to user engagement with their brands, so as to obtain an advantage and enhancement of monitoring their Facebook presence. Facebook has made significant improvements to its analytics for websites, applications and Pages. This means, that businesses have increased insights into how people are engaging with their Facebook presence on and off their sites.

The improved analytics come in the form of the Insights dashboard, which shows data for fully integrated sites, and sites that use Facebooks social plug-ins. In addition, the dashboard displays data from application, including canvas, mobile, device, and desktop apps. Finally, it displays data concerning Facebook Pages, those created on Facebook itself, and those that are part of Facebooks Open Graph. To put it into simpler terms, it is possible to view analytics relating to specific stories that people "like" on the site, or how many users commented on posts made on the Facebook Page.

The dashboard enables companies to view graphs, print them, or save them. Facebook has also released a new demographics visualization, which shows more info about the audience that is interacting with the site, the Facebook Page, or the application if one is present.

Facebook is obviously the social network that gives businesses the potential to reach the largest quantity of people. Recent estimates put Facebook close to 600 million users[36], and still growing strong.

10.4.3 Twitter

With Twitter Analytics, users are able to see a plethora of data about their account. For example, information about which tweets are most successful, which tweets caused people to unfollow, and who the most influential users are that reply and retweet their messages[37].

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[36] From intro page
[37] http://mashable.com/2010/11/17/twitter-analytics/

Twitter Analytics looks a lot like Google Analytics, and provides similar information for the users. Twitter has its own build in popularity and reputation meter, as a special feature, but the collected data is specific to Twitter.

10.5 Metrics – Social Media Metrics

A metric is a standard unit of measurement, and for social media it can be put into two categories: on-site and off-site (Zarrella, 2009). Many marketers and social media practitioners view a large array of metrics, as "the most important", and finding one true value will virtually be impossible. Companies have a wide range of projects and initiatives and measuring every one of them to a single set of metrics would be misleading, for measuring the "real" impact. Therefore the listed metrics are some of the most referred to for measuring efforts.

10.5.1 On-site metrics

- Engagement

Engagement metrics measures how engaged your customers or users are when coming to a site. The two easiest metrics are:

1. Time on-site and
2. Page views per visit.

The more time a visitor spends on the site, the more he or she reads and becomes connected to the company, product or service.

- Bounce rate

Bounce rates are another metric to measure, since it will provide information regarding which pages or source of information does not work for the company. A bounce rate is when a visitor comes to a site, and does not go to any additional pages, hence bouncing off the site.

10.5.2. Off-site metrics

Because many social media activities take place on different platforms, other than the company site, off-site metrics is important to measure. In the following, a view of selected platform metrics is disclosed.

Social Media sites	Blogs	Widgets & Social Media Apps.
Unique Visitors	Conversation size	Installs
Cost per unique visitor	Site relevance	Active Users
Page views	Subscribers	Audience Profile
Visits	Sentiment	Unique User Reach
Return Visits		Growth
Interaction rate		Influence
Time spent		Installs per user
Video installs		Longevity/Lifecycle
Relevant actions taken		Sentiment
Sentiment		

Social Media site metrics

Internet Advertizing Bureau[38] devised a list of important Social Media metrics:

- Unique Visitors
  - Unique individual or browser which has accessed a site or application and has been served unique content and/or ads such as e-mail, newsletters, interstitials or pop-under ads. Unique visitors can be identified by user registration, cookies or third-party measurement like ComScore or Nielsen.

- Cost per unique visitor
  - Total cost of the placement or application, divided by the number of unique visitors.

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[38] http://iabuksocial.co.uk/?m=201005

- Page Views
  - When the page is actually seen by the user. Some platforms, like Facebook cache preview images for applications, which can mean that page views are not counted until a user clicks through to an application canvas page.

- Visits (specific to UGC/Social Media)
  - A single continuous set of activity attributable to a cookied browser or user (if registration-based or a panel participant) resulting in one or more pulled text and/or graphics downloads from a site.

- Return Visits
  - The average number of times a user returns to a site or application over a specific time period

- Interaction Rate
  - The proportion of users who interact with an ad or application. Some will be involuntary depending on where the ad or application is placed on screen, so it is highly dependent on placement.

- Time Spent (section, microsite, community)
  - The amount of elapsed time from the initiation of a visit to the last user activity associated with that visit. Time spent should represent the activity of a single cookied browser or user for a single access session to the web site application or other property. Most publishers consider a session continuous if and only if not broken by more than 30 minutes of inactivity.

- Video installs
  - Number of Video players that have been placed by a user onto their page. Also called embed, grab or post. A video player is a type of widget.

- Relevant actions taken (custom to widget or application creative execution) and

cost per relevant action. Action examples:

- o Contest/Sweeps Entries
- o Coupons downloaded/redeemed
- o Games played
- o Videos viewed
- o Uploads (e.g. images, videos
- o Poll votes
- o Messages sent (e.g. Bulletins, Updates, Emails, Alerts)
- o Invites sent
- o Newsfeed items posted
- o Comments posted
- o Friends reached
- o Topics/Forums Created
- o Number of Group Members or Fans
- o Reposts ("Shares")

- Sentiment/Valence
  - o The "mood" of the conversation – positive or negative towards the company or campaign.

Blogs

- Conversation size
  - o Number of sites, links and reach of a conversation, whose content includes conversation phrases relevant to the client.

- Site relevance
  - o Conversation density, Author credibility and Content freshness and relevance.

- Subscribers
  - o The number of people signing up to get blog posts.

- Sentiment/Valence
    - The "mood" of the conversation – positive or negative towards the company or campaign.

Widgets and Social Media Applications

- Installs - Applications
    - Total installations of application.

- Active Users
    - Total users interacting with application over a specific time frame, usually day/week/month. Many applications have rapid growth but lose activity over time.

- Audience Profile
    - User demographics from self reported profile information.

- Unique User Reach
    - Percentage of users who have installed application among the total social media audience (or calculated as active application users per audience).

- Growth
    - Average number of users within a specific time frame.

- Influence
    - Average number of friends among users who have installed application.

- Application/Widget installs - User
    - Number of application or widgets installed by a user onto their profile page or other area. Also called embed, grab or post.

- Active users/Widgets in the wild
    - Number of people regularly using an application at a given point in time.

- o Number of widgets on a user page at a given point in time.

- Longevity/Lifecycle
    - o Average period of time for which an application or widget remains installed by a user.

- Sentiment/Valence
    - o The "mood" of the conversation – positive or negative towards the company or campaign.

The link to "analysis paralysis" becomes evident, as the metrics listed above only represents some of the metrics that can be monitored in social media. One metric is very important in social media. Sentiment/Valence is represented in all of the categories. The reason this metric is vital for social media, is due to users commenting on virtually anything they come across on the Web, and companies strive to establish favorable relationships. Monitoring this metric will provide the company with information on the "mood" among its customers towards itself and also initiated campaigns.

Google Analytics will not provide insight in this metric, and therefore a buzzmonitor is essential to capture the nature of conversation.

10.6 Buzzmonitor – Radian6

Brands are engaging in the conversations that are taking place on social media sites, now more than ever. But in order to tap into the social conversations that are taking place on the Web, brands and agencies need to have a powerful tool to track, measure and engage sites such as Twitter, YouTube, Facebook and others.

Radian 6 enables its users to both track and engage in the conversation taking place on social media blogs, videos, forums ect. and mainstream news sites. Customized tracking provides the ability to break the conversation up into stacks of broad- or specific topics and tagged customer lists. Stacks can also be separated out by media type.

10.6.1 The Radian6 Dashboard

The Radian6 dashboard is a flexible, web-based social media monitoring and engagement platform, which lets companies view relevant conversations happening around their brand and products in real time.

Companies are able to quickly create a profile, by enter keywords, select analysis widgets from the extensive gallery, and get started listening in just minutes. The tool covers comprehensive scans of more than 150 million blogs, 90+ million tweets, 25.000 online mainstream news sites, video and sharing sites, discussion boards, Facebook, Twitter and LinkedIn[39]. It also pushes relevant real-time result to the company designed dashboard, and aggregates results so that they are easy to read, distribute, share and analyze.

10.6.2 The New Radian6 Engagement Console

The Radian6 Engagement Console is a solution for scaling social media engagement across the organization. This desktop application helps companies listen, engage, and coordinate outreach across teams and departments. The Engagement Console consists of:

- A complete real-time social web client.
- Helps to coordinate social media engagement across the enterprise.
- Shows Radian6 topic profiles right alongside personal or corporate Twitter and Facebook streams.
- A one-click workflow for frequently used post routing, assignment, and classification.
- Feeds data directly to the Radian6 dashboard for reporting and analysis.

With Radian6's Engagement Console, companies will know what customers are saying, and have the ability to join the conversation as it happens, where it's happening.

The workflow feature allows companies to tag, assign, and route posts to team members, and track the status of the assignments. Any conversations a user engages in, whether it is on Twitter, Facebook or with a co-worker, will be recorded for both the user and the

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[39] http://www.radian6.com/new-dashboard-and-ec-features/

administrator. The console allows companies to Tweet, reply, retweet, and send direct messages, shuffle through user profiles, and follow new contacts right from the platform.

Buzzmonitoring lets companies obtain insights about how the company or brand is perceived, and the better or well renowned your brand is, the better the business.

Hoffman & Fodor (2010) has suggested some metrics, which branding wise are relevant (see Appendix 6). Many of the metrics are similar to the ones presented earlier in this section, and further validate the use of these.

In the social media environment, marketers have unique opportunities to develop social media programs that tackle awareness, engagement and word-of-mouth objectives. Social media applications can fulfil any of these objectives, but the appropriate set of metrics depends on the objective. Sales, cost efficiencies, product development and market research are obvious objectives, but in the development of appropriate social media metrics, emphasis should be on objectives that take advantage of the distinctive characteristics of social media.

10.7 Establishing Objectives

Tracking, measuring and being measured through social media, or even traditional media efforts, can seem daunting. As a marketer, how will you be measured? Goal setting is vital for any organization, and establishing objectives for social media efforts are key to good measurable results.

"It is important, when working with social media, to have clear goals and measure what you are doing…"(Interview A)

Before jumping strait into concrete initiatives, the purpose of the program should be defined. Goals can be set with many different intentions in mind, therefore decisive areas of measurement is to be established. Is the company focus to increase sales, listen to customer feedback in order to optimize service, drive awareness to increase brand status, or are there other things that are especially important to the company? As established

earlier, virtually anything can be measured, so therefore establishing what is essential for the company, and the business, is vital.

As a first step, marketers should focus on objectives that explicitly recognize the value of operating in the social media environment. Most managers feel pressure to emphasize traditional media objectives such as direct sales, direct cost reductions or increases in market share from social media.

Making these targets clear, will help marketing managers, and social media practitioners, better understand how much, when and how they should put their efforts in to play, and gain the competitive edge available with the product and placement in mind.

A lot of excitement and optimism surrounds the potential of social media; after all, that is where attractive audience segments are starting to amass. Just as in traditional media, measurements are a critical component for success.

Social media measurement is quite immature, just as Web analytics were back in the mid-1990s. It will evolve quickly as marketers attempt different approaches, and hold enterprise measurement firms accountable for making sense of all the activity and data generated by social media interaction. In turn, social media can seem very challenging, and at times even impossible, to measure with regard to its effects.

"Social media is about relation, and the value of these developed relations will arrive later. It is highly uncertain…"(Interview A).

At its core, social media measurement is contingent on controlling the customer experience, and laying tracking hooks along the way to understand response and subsequent behaviour.
However, social media's foundation challenges this very tenet: The consumer is now in control. Social media has nuances, just like any media platform does, but overall, similar principles should be planned for, when embarking in any social media measurement program.

10.8 Criticism

Social media has a lot of benefits, but some still see disadvantages in the way it is implemented and measured.

Social media is viewed by many as a way to engage with people faster than ever before. Information on the social Web moves fast, but often at the expense of deeper personal relationships. Marketers, while reaching customers in new ways and getting feedback from them faster than ever before, still aren't personalizing communication and engagement to the benefit of customers and the organization. Most corporate social media content is too often repurposed from another channel, and not customized to the customer preferences in different social channels[40].

One of the big misconceptions is that social media is free. While many tools are free or low cost, they take a substantial amount of time to learn and use. A lot of marketing departments are becoming overloaded or passing off social media to interns, because they underestimate the time it takes to learn and implement[41].

Online communication is easy and scalable, but many marketers are going over-board and damaging their marketing goals. This means that instead of having the right blend of online and offline marketing activities, some marketers are placing most or all of their attention online. While online is an important part of marketing, offline events and marketing still drive results and support important sales and marketing relationships (Hoffman & Fodor, 2010).

Social media has been a catalyst of change for the way millions of people communicates. Unfortunately, most marketers haven't changed. The content, marketers are putting into social media, is the same legally reviewed material, which has been tuned-out on TV and in print. Marketers are doing the same thing and expecting to get different results[42].

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[40] http://blog.hubspot.com/blog/tabid/6307/bid/6244/7-Reasons-Social-Media-Is-Bad-for-Marketing.aspx
[41] http://blog.hubspot.com/blog/tabid/6307/bid/6244/7-Reasons-Social-Media-Is-Bad-for-Marketing.aspx
[42] http://blog.hubspot.com/blog/tabid/6307/bid/6244/7-Reasons-Social-Media-Is-Bad-for-Marketing.aspx

Marketers experience tells them, that social media is important, but they struggle to quantify the "phenomenon". Their top management may not fully understand social media, and it impact, and still prefer to see the financial numbers. This tension explains the constant questioning about ROI in social media (Hoffman & Fodor, 2010).

11. Social Media Case – Danske Bank

11.1 The Company

Danske Bank in Denmark offers Danish and international customers a wide range of advisory services and specific banking services.

11.1.1 Services and customers

Danske Bank has a total of 2.2 million personal customers and a significant share of the Danish business and public and institutional enterprises sectors. Our services include:

- Deposits and loans
- Investments and asset management
- Leasing
- Shares and bonds
- Foreign exchange trading
- Mortgage finance
- Pension and insurance

11.1.2 Vision and mission

The vision of the Danske Bank Group is "One platform – exceptional brands", and the Group's mission is to be "the best local financial partner". The Group's business areas are free to establish their own visions and missions subordinate to the overall vision and mission. Danske Bank in Denmark has the same mission as the Group, but has its own vision, to be "Number one. Full stop". This means that we strive specifically to become

the preferred bank in the Danish market – for personal as well as corporate customers[43].

11.1.3 Core values

The Danske Bank Group is based on five core values that function as joint indicators in terms of vision and mission. The five core values are:

- Expertise (through high quality and professional standards)
- Integrity (in business routines and as part of society)
- Value creation (for customers, employees and shareholders)
- Commitment (to the customer's financial situation)
- Accessibility (electronically as well as physically).

All Group business areas work independently on interpreting these values. Danske Bank in Denmark shares the values of the Danske Bank Group. In line with the Group's core values, Danske Bank wishes to continue to develop and improve its customer services. They use their core values as a guide in their efforts to become the best local financial partner, ethically as well as professionally[44].

11.2 Measurement Ability

11.2.1 Activities – The Campaign

Danske Bank has initiated a campaign called: Din Mening og Bedre Bank. Its social media contribution on Facebook and Twitter is called: Mind Your Money[45] (NB! Twitter account has changed to @danskebank[46]). The campaign was a response for the financial crisis, as they had great difficulties getting their message out to customers (Interview A).

The objectives for the initiative where:

- _To be helpful_ – _The challenge of Danske Bank being viewed as a big blue arrogant bank, and Social Media was used, as a tool, to display presence, helpfulness and being there actively._

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[43] http://www.danskebank.dk/en-dk/About-us/Pages/Profile.aspx
[44] http://www.danskebank.dk/en-dk/About-us/Pages/Profile.aspx
[45] http://www.facebook.com/MindYourMoney?v=info
[46] https://twitter.com/#!/danskebank

- *To accelerate change* – *Using social media as a tool of change based on culture, so that social media supports the organizational culture.*

- *To Show Expertise* – *Is the third leg and revolves around the ongoing process of displaying competences within the organization* (Interview A).

The campaign target was 1000 fans within the first year, specifically within the age-demographics ranging from 18–30. The reason for this modest goal was:

"...it takes a long time, especially with a subject like this, we have to build something which is meaningful and works, this is why we have said: Few in the beginning and then, over time, we build on it ". (Interview A)

Danske Banks reason to engage in social media is grounded in communication challenges concerning perceptions of the company. They needed to show the outside world, that they understand personal situations, and that they are present and compassionate.

These objectives serve as guiding principles for the companies use of social media and derived form these, 8 to 10 signature projects where formulated.

One of them was monitoring the conversation, and was conducted by utilizing various monitoring tools, which monitored everything there was being said about Danske Bank on the Web. The purpose was to gain a possibility to respond to critical or incorrect information, perception or experiences of the company, as a way of providing customer service. This initiative even made the news, as a national distributed paper, Politikken, published an article on this matter[47].

Obtaining conversation information has given the company great insights in dissatisfaction, with regards to conditions and functionalities. All the information got

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[47] http://politiken.dk/tjek/tjekmad/tjekmadartikler/ECE1006137/banken-laeser-med-naar-du-brokker-dig-paa-nettet/

relayed to the product development department, in order to share the knowledge on product and functionalities, so as to address these "bugs" if necessary.

Obtaining, or gathering information from the social media needs tools to accommodate this effort. Therefore, the tool for Danske Banks social media monitoring efforts will be subject to investigation.

11.2.2 The Monitoring Tool (Meltwater Buzz)

Meltwater Buzz is a social media-monitoring tool, which enables tracking and analysis of user-generated content on the web. Meltwater Buzz enables users to monitor more than 200 million blogs, micro-blogs, social networks, forums, video and photo websites, product reviews and other social media sites in order to gain a better understanding about end-user sentiment on topics, products, companies and competitors.

The tool provides robust analytical tools to help users discover the most relevant information and derive actionable, real-time data via customizable charts and graphs. With this information, companies can make well-informed decisions about ways to better engage their customers and manage brands in efficient and cost-effective manners[48].

Meltwater enables tracking of discussions on a comprehensive list of social media sites, including:

- Blog postings and comments from 200 million individual blogs

- Twitter and other micro-blogging platforms

- Social networks, including Facebook, MySpace, LinkedIn, Ning, Bebo and Orkut

- Forums

- Product reviews

- Video and photo sites, such as YouTube, Flickr, Vimeo

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[48] http://www.meltwater.com/products/meltwater-buzz/

Meltwater Buzz can be accessed from any Web-enabled device, and searches for keywords can be quickly set up and refined to ensure the most relevant results for specific needs.

Factors, which sets Meltwater Buzz apart from other online search solutions is its integrated analysis capabilities. It enables users to:

- Identify social media influencers who have the greatest reach
- Show daily volume of keyword mentions to measure impact of marketing and messaging
- Pinpoint in which social media the hot topics are being discussed the most
- Discover themes
- Isolate demographics data
- Develop even more granular reports for targeted marketing and communications programs[49].

Meltwaters capabilities show competences in monitoring conversations, and Danske Banks Facebook campaigns: Din Mening og Bedre Bank and Mind Your Money[50] are designed to be a conversation forum for customers. Thomas Heilskov explains that:

"...we made the Din Mening og Bedre Bank campaign in connection with the financial crisis [...] Din Mening og Bedre Bank has had a great influence on where we are today. In a time where banks were bashed in the media, we had incredible difficulties getting our stories out, as there was only one agenda in regard to banks. We had a substantial need for a communicational space, where we could communicate our messages to our customers and say, that we take this very serious" (Interview A)

Subsequently, with the need for a communication space, the monitoring-tool for the conversations had to accommodate various areas of importance, and Meltwater was chosen for its capabilities in monitoring conversations. On-site Facebook measurements where also measured, in order to follow how the campaign developed.

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[49] http://www.meltwater.com/products/meltwater-buzz/detail/
[50] http://www.facebook.com/MindYourMoney?v=wall

11.3.3 The Monitored Metrics

Social media monitoring and tracking ultimately result in the need for metrics to measure, as to uncover the progress and trends of the social media initiative and the outcome. Danske Bank operates with the following metrics:

- Number of fans.
- Number of interactions with fans.
- Number of active Ambassadors.
- Demographic and of total number of fans.
- Number of visits to homepage from Facebook page.
- Number of low budget video content made.
- Total YouTube Video Views.
- Number of mentioning in online buzz.
- Negative/positive associations in online buzz.
- PR: Articles in traditional media referring to social media activities (Appendix 7).

Using Hoffman & Fodor (2010) purposed branding metrics; Danske Bank is looking at brand awareness and engagement. Metrics regarding Public Relations are also present, and therefore perfectly in line with the purpose of the campaign and strategy surrounding their social media initiative.

11.4 The Outcome

Danske Bank learned, through their engagement in social media, that there is a need for a long-term strategy and roadmap for how they, as a company, communicate. Personal comments on the sites shifted some realities, which their current customer satisfaction tools could not detect (Interview A).

"...that our director, Henrik Norman, read all approximately 3000 comments/post, provided him a totally new view, of what kind of challenges this form of qualitative input provide, and we want to build on it…" (Interview A)

These qualitative inputs also taught the company, that dialog needs commitment. Once initiated, the presence should remain permanent, but even the start-up of the campaign is resource demanding. When Danske Bank committed to social media, and asked their customers to give their opinion and insight, they realized how many resources had to be allocated, especially personnel resources.

"We had approximately 20 people sitting around the clock, monitoring what to answer, are there some things on the site, which should not be there, and it surprised us how demanding it really was." (Interview A)

Danske Bank has had a lot of "learnings" in their work with Social Media Performance Measurement ability. When aligning it with the theory, it can be concluded that their measurement ability is well documented, as activities and metrics are in correlation with MPM theory. They address Direct Marketing (one-to-one communication), Management (qualitative customer satisfaction), Public Relations (addressing customer unhappiness) and Brand issues (bad publicity). This indicates, that Danske Banks measurement ability impacts firm performance and CEO satisfaction positively, but Thomas Heilskov says:

"When talking about measurement, it revolves around goal-setting and which KPIs are applied, and then you have to make your work plausible afterwards. When I have to go and talk to my director, I can document what we do, and then it is up to her to assess the value of it and if it creates value for the company." (Interview A)

It is believed, that CEO satisfaction is promoted, but achieving a direct impact on firm performance seems more elusive. As addressed earlier, ROI on social media could mediate this alignment, and the issue will be discussed later.

12 Social Media Case – IBM Denmark

12.1 The Company

For company introduction please see section 8.1 in traditional media.

12.2 Measurement Ability

12.2.1 Activities – The Campaign

As addressed in the IBM traditional media case, IBM launched a global campaign called: A Smarter Planet. IBM strives to lead in the invention, development and manufacture of the industry's most advanced information technologies, including computer systems, software, storage systems and microelectronics. IBM translates these advanced technologies into value for their customers through their professional solutions, services and consulting businesses worldwide.

IBMs social media initiative revolves around communication, marketing, branding, employer branding and social selling (Interview B). The idea is to make the employees a little smarter in the social "airwaves". It also entails CSR[51], listing to customers and measurements.

The targeted customers are in the business-to-business market, and vary from large to small enterprises. The "A Smarter Planet" Facebook page[52] is a part of IBMs branding activities, and its purpose is to generate awareness of IBMs initiatives (Interview B). Getting feedback from the "outside" is the goal, and the A Smarter Planet blog[53] is a hub[54] for stories and sharing. They are also used as a communication forum to clarify and mediate company views and products.

There is also a link to traditional media, with the event, Software Day, it is the intention to activate various social media platforms such as Twitter, blogs and LinkedIn. The idea is to

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[51] Corporate Social Responsibility
[52] http://www.facebook.com/peopleforasmarterplanet
[53] http://asmarterplanet.com
[54] A connection point

activate IBM'ers through social media to exploit their personal networks and push messages and status updates through Twitter and LinkedIn (Interview B). The initiatives will then be measured, in order to get insights on what effect they had and how much awareness they created.

Strategically Social Media initiatives come from IBM Global, but in IBM Denmark it is about tactical issues at the customer level, not on a global scale. Even though IBM Denmark has creative people in their marketing department, they rely on Ogilvy for plans and execution (Interview B).

12.2.2 The Monitoring Tool - Cobra

Cobra is IBM's fully integrated end-to-end solution for identifying threats before media or the competition become aware. IBM COBRA (Corporate Brand and Reputation Analysis) system was developed to aid companies in keeping track of millions of daily electronic postings, thereby providing businesses a way to collect and filter massive amounts of structured and unstructured data. These data or results can then be visualized via custom dashboard reports[55].

COBRA builds on the advanced data mining capabilities of IBM Research's Business Insights Workbench (BIW) tool to provide an end-to-end solution for companies' intent on protecting their corporate reputation. COBRA is fully customizable with Configurable Alert Models that can be tailored to specific needs. Its near real-time alert capability allows companies to monitor any topic, such as brand, industry issues and competitors, by specifying facts about the topic. Sentiment can also be measured, and the program allows companies to view a summary of the positive and negative sentiment for each of the user-generated models[56].

"Social media is IBM's branding activity, and it revolves around creating awareness about what IBM is doing. It's about communicating…"(Interview B).

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[55] http://domino.watson.ibm.com/odis/odis.nsf/pages/solution.18.html
[56] http://domino.watson.ibm.com/odis/odis.nsf/pages/solution.18.html

IBM has decided not simply to rely on one system, but integrate the monitoring tool Banter as well.

12.2.3 The Monitoring Tool - Banter

Banter allows companies to listen in on buzz and quickly deliver relevant analysis and key insights into exactly what people are talking about. Through use of the tool, companies will be informed about what is being said online, and what it means for the company.

Banter scans millions of blogs, social networks, news outlets, and other online information sources, retrieving clues, insights, and guidance necessary for your success[57], and allows tracking and analyzing conversations and mentions real time. Common topics include:

- Product launches
- Marketing campaigns
- Emerging trends
- Imminent ends
- Relevant current events

The topics will then be analyzed for:

- The amount of buzz that exists
- The positive, negative, and neutral nature of the conversations (sentiment)
- Related subjects people are talking about
- Insights into how people are engaging with your topics

The full analysis will be summarized in a report along with visuals (dashboards) for better understanding of brands, products, services, and relationships.

With these tools in mind, the following step, in measuring social media, is selecting the metrics to monitor.

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[57] http://www.decisionanalyst.com/services/banter.dai

12.2.4 The Monitored Metrics

IBMs primary Social Media activities entail business-to-business digital marketing, and the primary goal is to drive awareness. The metrics they use to measure the efforts are:

- Number of new followers
- Number of subscribers
- Number of retweets, and
- Comments (Interview B)

As stated in the ability section, IBM uses social media as a branding tool, and looking at Hoffman & Fodor (2010) purposed branding metrics, IBM is looking at brand awareness, brand engagement & Word of mouth. Metrics regarding Public Relations, Banter measures this aspect, are also present, and is therefore perfectly in line with the purpose of the campaign and strategy surrounding their social media initiative.

12.3 The Outcome

IBM Denmark's social media initiatives are still fairly new, but the organization has already learned, that there are some obstacles to overcome. Internal barriers have a significant impact on social media efforts, since employer branding is one of IBMs social media activities.

"... we have 3700 employees in Denmark, and it is one thing to get an innovation executive to become active, that is no problem as he can see the idea. A technician, on the other hand, who is located in the strategic outsourcing organization, why should he or she get involved" (Interview B)

Not only employer issues have been disclosed, technical issues are also imminent in the company.

"There are also to many Id's to maintain. You have to have a profile on LinkedIn, Facebook, IBM internal, IBM external, Flickr and YouTube, and this prohibits people from utilizing it" (Interview B)

Difficulties, encountered with the engagement, have not discouraged the usage of social media, as IBMs business culture supports the initiative through operating by the values of innovation. IBMs management is not negative in regards to social media, and has even constructed social computing guidelines[58] for all their employees. Although this positive vibe for social media, it is not highly prioritized since the value is not documented (Interview B). Christian Carlsson expresses his frustration on this matter:

"What the hell do you have to do, to get the quantum leap [...] Social media covers everything, everything plays a role, and therefore we have to view situations like: it creates added value if we look at communication, or in relation to risk management, and then you take those examples" (Interview B).

He has ambiguity in regards to the valuation of efforts since:

" In the end it (value) is often dollars, maybe one should look at the examples and clarify them, so that they entail what we got out of it, and become easily understandable. Then we replicate it 100 or 1000 times, then the chance of it happening again should be very good (Interview B).

Viewing Hoffman & Fodor (2010) purposed metrics, the goal and what is measured aligns with each other. Therefore, IBM's MPM ability is well founded and should have a positive impact on firm performance and CEO satisfaction.

Summary
Danske Bank and IBM have had a significant learning process in their efforts to utilize social media. When aligning it with the theory, it can be concluded that their measurement ability is well documented, as activities and metrics are in correlation with MPM theory.

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[58] http://www.ibm.com/blogs/zz/en/guidelines.html

They address Direct Marketing (one-to-one communication), Management (qualitative customer satisfaction), Public Relations (customer unhappiness & collaboration) and Brand issues (converting bad publicity and engaging customers). This indicates, that Danske Bank & IBMs measurement ability impacts firm performance and CEO satisfaction positively.

The final frontier for both companies, and especially the two managers, is the lack of direct link to ROI. CEOs would be more inclined to allocate further resources, if this financial metric could be formulated. This issue will be addressed later.

13 Cross case

Traditional media and social media will in this section be compared through the Balanced Scorecard's four elements. The purpose is to clarify the differences and parallels between traditional- and social media measurements. The aim is to determine how companies can understand and learn social media measurement, based on traditional media measurements routines. The Likert Scale will indicate the ability to measure social media marketing performance.

The debate is not about whether social media creates value, but how much value it creates? The uncertainty of measuring social media performance convincingly deters some organizations from pursuing social media immediately.

The answer may be found within trusted methods to understand new information.
A lot of companies use the Kaplan & Norton (1996) Balanced Scorecard (BSC) approach for measuring performance inside the company. It has been around for so long, that it has gained wide adoption as a key tool, and even for those who cannot adopt it, as a complete measurement framework, they can at least understand the concept and language.

In the tradition of marketing creativity, a graphical document, the BSC, translates marketing strategy to operational terms for marketing accountability. BSCs help

marketers and executives visualize strategic project planning and measurement. (MarketingNPV, 2004)

The exponential growth of social media, from blogs, Facebook and Twitter to LinkedIn and YouTube, offers organizations the chance to join a conversation with millions of customers around the globe every day.

Harvard Business Review Analytics Services (HBRAS) has recently, July 2010, conducted a survey on the impact of social media, with participation of 2,100 companies mainly based in the US and Asia.

Nearly two-thirds of the 2,100 companies said, that they are either currently using social media channels or have social media plans in the works. For many, social media is still an experiment, and they try to understand how to optimally utilize different channels, measure their effectiveness, and integrate social media into their strategy (Harvard Business Review, 2010; p. 1).

Despite the enormous potential social media entails, many companies seem focused on social media activity primarily as a one-way promotional channel. They have yet to capitalize on the ability not only to listen, but also analyze consumer conversations and convert the information into insights, which can impact the bottom line.

For instance:

- Three-quarters (75%) of the companies in the survey said they did not know where their most valuable customers were talking about them.

- Nearly one-third (31%) does not measure effectiveness of social media.

- Less than one-quarter (23%) is using social media analytic tools.

- A fraction (7%) of participating companies are able to integrate social media into

their marketing activities (Harvard Business Review, 2010; p. 1)

BSC theory and approach will compliment the cross case analysis of traditional- and social media performance measurement. Therefore BSC is chosen as the framework for comparing traditional- and social media performance measurement, by analyzing the four aspects of BSC and then giving an individual score on each of the media for comparison. The framework consists of four aspects:

- Financial
- Internal Business Processes
- Customer
- Learning & Growth

13.1 Financial

Managers like simple figures, e.g. ROI, when it comes to marketing performance. The selected plan would be the one with the highest ROI. Afterwards the managers would like to assess performance by comparing the actual- with the predicted numbers. Marketing is an essential part of business, and campaigns are measured so that the outcome is comparable to the investment. When are we breakeven? How big were the effects and impacts and so on.

In traditional media the companies knows what to do. The IBM case, in the traditional media section, confirmed the theory of direct marketing measurement methods. IBM is on the business-to-business market, and they invest many resources in building and supporting a relationship with the customers. The loss of one customer can have a great economic impact on IBM's business. Therefore, IBM estimates the average value for the individual leads.

Social media wise IBM is not able to do this, since there are no metrics to measure leads. IBM has recognized the power and opportunity social media facilitates, despite the fact that it is very difficult measure financial impact. What's important here is, that IBM has reach beyond the measurement problem, because they know that social media is more

than just a marketing channel. It is much more than that.

"Social media is not just a marketing channel, it's also a knowledge channel. There is really much more than just communication to it. You can also use it for product development, customer service – almost everything. There are many more parameters in social media than just being a marketing communication tool." (Interview D)

The companies are aware of the perspectives, but they are in the early stage of understanding how the digital communication works. One of the biggest challenges is the acceptance of loosing the control. The scenario of not controlling the conversation is still non-existing. The difference with social media is, that the companies don't have to shout, like with TV-commercials, to get in contact with the customers. There are already conversations going on online and they just have to listen. By listen they will identify leads, and when they have leads, they can start closing wins.

96,7 percent of the thesis' online survey thought it was possible to measure and track social media activities (Appendix 8, Q4), but when it comes to measuring ROI specifically, only 30 percent concurred (Appendix 8, Q6).
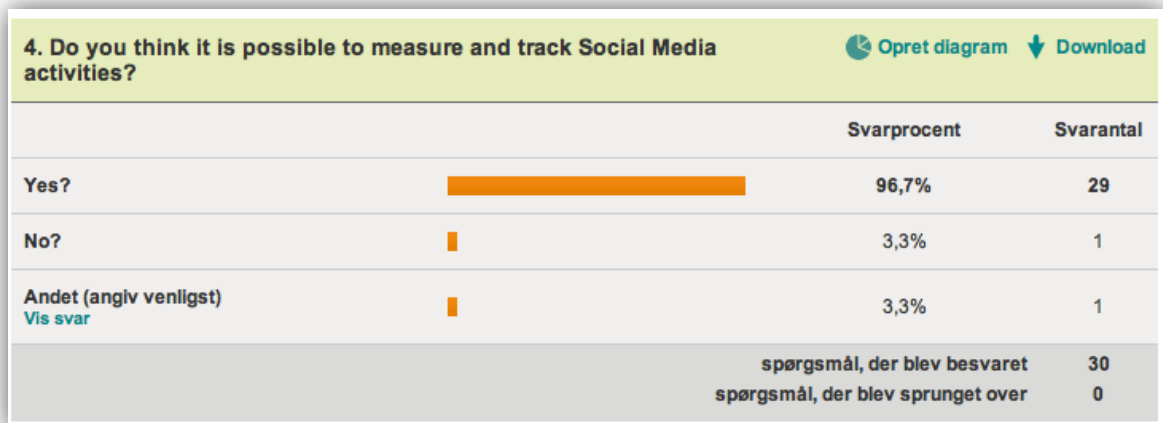
(Figure 11, Online survey question 4)

With that in mind, the strategic objectives concerning this perspective, should aim at improving current methods for ensuring the financial resources for social media, although

the investment cannot be allocated at this point. Companies should allocate a part of the marketing budget for daily use of social media.
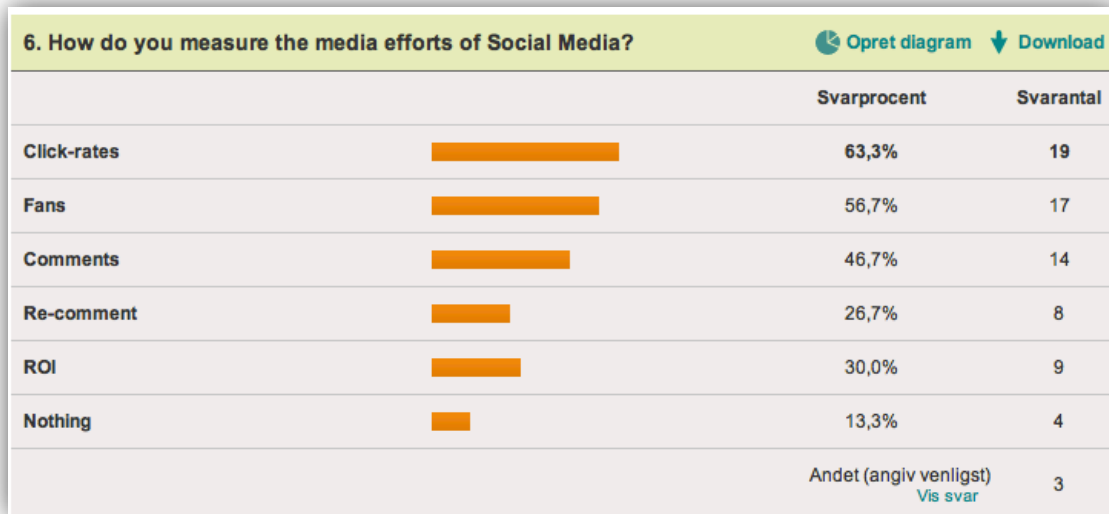
(Figure 12, Online survey question 6)

By successfully managing these elements, measurement ability should increase and thereby increase CEO satisfaction, together with achieving the objectives of the customer perspective. This way social media should be able to achieve its strategic goals.

Gallup's Trend analysis concluded, that TV was the most important media for sales and firm performance in 2010. The conducted online survey shows, that 28,6 percent of the respondents believe, that TV has no impact on them and another 28,6 percent held they don't know. 64,3 percent believes, that TV won't be the most important media in the future (Appendix 8, Q7). The survey is not capable, due to number of respondents, of concluding or generalizing on this subject. Far more advanced surveys have to be conducted, but it might indicate a shift in regime.

7. Do you believe that Social Media is the future of marketing or will TV continue to dominate?				Opret diagram	Download
	No	Don't know	Yes	Gennemsnit af rating	Svarantal
1 - TV commercials has no impact on me	42,9% (12)	28,6% (8)	28,6% (8)	1,86	28
2 - TV will always be first priority	64,3% (18)	25,0% (7)	10,7% (3)	1,46	28
			spørgsmål, der blev besvaret		30
			spørgsmål, der blev sprunget over		0

(Figure 13, Online survey question 6)

" Some FMCG companies (Fast Moving Consumer Goods), and very traditional big businesses, are perhaps slightly more deviant because they have so many years just driven 100 TRPs per week, and they think that works" (Interview D).

Companies have their routines, and a foundation, which they refer to, and chancing that is a large step on the way to understand social media measurement. Now a day, marketing manager needs to document what, when and how they perform. The initiatives will then be measured, in order to get insights on what effect they had, and how much awareness they created.

" The end results it often dollars, we look at the examples and elaborate on these. What did we get out of it and how can we translate it, so that it becomes easy to understand. Then we replicate it 100 or 1000 times, and then there is a pretty good chance of it will happen again (Interview B).

Even though many marketers can't draw a straight line between investments in social media marketing and financial results, this doesn't mean that social media is ineffective. It just means, that marketers have to recognize benefits beyond dollars and cents. Facebook fans, retweets, site visits, video views, positive ratings and vibrant communities are not financial assets. They aren't reflected on the balance sheet, and can't be counted as an income, but that doesn't mean they are without value. Instead, these become leading

indicators that the brand is doing something to create value, which can lead to financial results in the future.
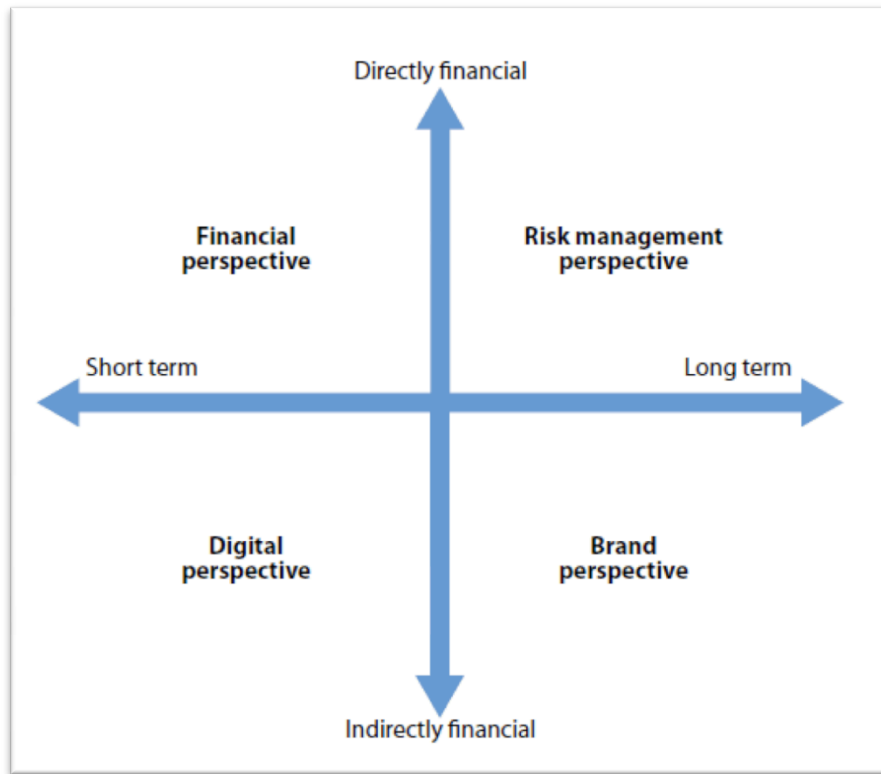
Short- and long terms perspective of social media impacts. (Figure 14, Forrester Research, 2010)

Using a social media marketing Balanced Scorecard, marketers can evaluate a diverse set of short- and long-term benefits that are both financial and non-financial.

This approach serves several benefits, such as supporting measurement to all corporate goals and not just sales, providing a method for gaining consensus from stakeholders and avoiding short-term gains at the expense of long-term brand health. The short term benefits are the financial perspective, for example has revenue or profit increased or costs decreased? Has the company enhanced its owned and earned digital assets? Looking at long-term, brand awareness is very interesting. Have consumer attitudes about the brand improved? How many brand mentions have the company obtained and so on. Is the company better prepared to note and respond to attacks or problems that affect reputation? All these perspectives have to be taken in to consideration to properly value the impact of

their social media efforts. To obtain CEO satisfaction managers can measure the short-term goals and visualizes the results.

Marketers who only seek to measure results in one of these perspectives get an incomplete picture and, as a result, are unable to make effective decisions about social media marketing investments. It is only by recognizing all of the benefits delivered by social media, that the complete value of these efforts can be understood.

IBM's software tool Unica measures how much response and action IBM has created. To summarize, Unica can analyses individual web browsing habits, interests and preferences, which type of promotion customers respond to, where they came from, and how they found the website.

All this information is of great value in the marketing process, but it is still just data. They know what is being said about IBM, and they know where the online traffic is coming from, but if IBM doesn't know how to use this information it creates no value.

The research studies and theory both point in the same direction. There is an essential need to measure financial impact on marketing performance to insure CEO satisfaction. Meanwhile, the traditional measurement systems are not keeping up with either technology or consumer behaviour. The companies can't change measurement methods before new integrated method have been acknowledged by top-level management.

Best practice and measurements are still under investigation, and according to Harvard Business Review Analytic Services survey 2010, two-thirds of the companies surveyed are convinced, that their use of social media will grow. Many anticipate investing more in social media in 2011 (Harvard Business Review, 2010; p. 1). Given these findings, it is not surprising that many companies have challenges with understanding the potential of social media, and how it can make a difference in their business.

Just 20% of social media users have a dedicated budget for their social media activities, with marketing controlling that budget in almost half the companies (Harvard Business Review, 2010; p. 4).

"It's like the old joke of asking five blind-folded people to touch an elephant and describe what it is. Social media is different things to different people and there is no good analytical framework to measure it. Just as TV advertising had to figure out an ROI, there will be the same evolution in social media" (Harvard Business Review, 2010; p. 16).

Using the Likert Scale, for scoring the financial perspective of traditional media, it is estimated that the score should be 5. The reason is, that its measurement ability is acknowledged and well documented. Measurement ability for social media has been partial acknowledged within the industry, and continues to grow and expand very day. The companies still have a lot to learn, but when the knowledge is obtained, it is plausible to measure ROI on social media. Until these advances have been made, social media can only be given the score 3.

The key indicator in BSC, financial, will grow naturally if internal business processes, costumer and learning/growth are properly aligned strategically.

13.2 Internal Business Processes

Many organizations seem to operate under old paradigms, viewing social media as one-way flow marketing messages, instead of capitalizing on the opportunity to monitor, analyze, and participate in the millions of conversations between consumers (Harvard Business Review, 2010; p. 3).

Most companies are still searching for the best practices and metrics so they can understand where to invest and target their social media activities, and build their own competitive advantage (Harvard Business Review, 2010; p. 1).

Only a handful of users, 7 percent, said, they are able to integrate social media into their overall marketing strategy, such as campaign management, retail analytics, CRM, and business intelligence (Harvard Business Review, 2010; p. 4).

Social media is often being viewed as free of charge, but at the same time many companies find it **thoughtless and awfully time-consuming** (Harvard Business Review, 2010; p. 3). Without monitoring conversations on the Web, businesses won't know who is talking about their brand, products or services, and what the positive and negative sentiment is about.

Consequently, they won't know how influential a particular, praising or criticizing, customer is, and they won't be able to compare different brand messages, commercial videos, etc. and identify what measures need to be taken. In short, they are missing a lot of marketing opportunities (Harvard Business Review, 2010; p. 4).

For many companies, social media use is still viewed as an experiment. Some said they limit their activities, because they are in a "test" mode and lack resources to do more. Others say the organization is wary, because they perceive dangers in exposure, and lack of control of the conversation on the Web (Harvard Business Review, 2010; p. 5).

"The impression that social media is just a campaign might be a misconception. Social Media is not a campaign in 3 or 4 weeks, it is all the time, every day, hour and minute" (Interview D).

Only a handful of organizations (12%) have dedicated staffs that only work with social media. The rest confide, that social media is only "part of the job" for employees in areas like marketing, PR, and communications. Overall, half (49%) have up to one full-time employee working with social media (Harvard Business Review, 2010; p. 10).

IBMs business culture encourages internal social media use. They live by the values of innovation, and there are no values that stop IBM engaging in social media. IBMs management is positive towards social media, and therefore has IBM created their own internal social media guidelines. This is a huge step for implementing social media as a part of the marketing process.

Danske Banks challenge revolves around the ongoing process of displaying competences and expertise within the organization. One of them is to monitor the conversation and utilize various monitoring tools. The purpose is, for example, to obtain a possibility to respond to critical or incorrect information, perception or experiences of the company (Interview A).

Obtaining conversation information will give the companies great insights in dissatisfaction, in regards to conditions and functionalities. This information can be passed on to the development department, who can implement or develop the functionalities into the current product or service, if necessary.

An example is Danske Banks Meltwater tool, which provides robust analytics to help discover the most relevant information, and derive actionable, real-time data via customizable charts and graphs.

With this information, companies can make well-informed decisions, about ways to better engage their customers, and manage brands in efficient and cost-effective manners[59].

IBMs Social Media initiative revolves around communication, marketing, branding, employer branding and social selling. The idea is to make the employees a little smarter in the social "airwaves" (Interview B).

IBMs COBRA tool helps them to better understand the vast amount of daily information, regarding the sentiments on individual initiatives. The visualizing feature aid the practitioners in conveying up to date insights on initiatives, so that proper response can be initiated.

These internal business processes results in actions, which lead to financial success and satisfied customers. To accommodate the organizational objectives and customers' expectations, organizations must identify the key business processes, in which they must excel. Key processes are monitored to ensure, that outcomes are satisfactory. Internal business processes are the mechanisms through which performance expectations are achieved.

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[59] http://www.meltwater.com/products/meltwater-buzz/

Using the Likert Scale for internal business processes of traditional media, it is estimated that the score should be 4. The reason is, that companies are able to measure their business performance, but the internal business processes can still be optimized.

Social media wise, there is a still considerable steps to be made. Social media is still viewed as an experiment, and many organizations operate under old paradigms, still searching for best practices. Therefore, the score for social media is 2 on the scale.

13.3 Customer

The customer perspective is where it is necessary to ask the question: "how do customers see the company – (customer satisfaction)?

Customers are important for both traditional- and social media, as they are the foundation of any business. While traditional media views customer strategy primarily as pushing information out to the customer, social media needs the integration of push and pull to be successful. Needless to say, the customers often react accordingly.

Among companies currently using social media in the survey, half said the main benefit of their activity was increasing awareness of the organization, and its products and services among target customers. 26 percent said, that social media usage leads to more favourable perceptions of the organization, products, or services. Another 30 percent see an increase in traffic to their website as a prime benefit, but only 29 percent reported that they collected and tracked customer reviews on their website or other websites. Strikingly, accountable benefits were low on the list (Harvard Business Review, 2010; p. 5).

Through direct marketing strategies, companies strive to communicate straight to the consumer with advertising techniques, such as fliers, catalogue distribution, promotional letters, and street advertising. Traditional marketing uses costumer relationship-building techniques and performance measures, and the ultimate objective is to build a long-term relationship to the customer.

Marketing does not add any innovative functions, or contributes to the product development, it only presents the product to the consumers, and quality is becoming more essential in a modern society.

Time is another factor, which plays a fundamental role for customer satisfaction. The customer use media with global reach, faster and more advanced than various companies. They control what information they wish to receive, and also where, when and how. Companies need to know where to reach the customers with the right message and product, and at the same time offer an attractive price. These are the terms of the pull society.

When the Internet began to evolve, the customers started to talk to each other again. The silence was broken, and the conversation has now created in numerable online communities, who have their own preferences, language and interests. Customers have been rapid to exploit the new technologies, where as business have only just begun to use them. Companies need to participate in these communities, and learn the language of the online customers. The companies must understand, and accommodate, the new kind of demands and technologies.

(Figure 15, Harvard Business Review, 2010; p. 6)

Figure 15 shows the primary benefits of using social media. 50 percent of the companies had an increase in awareness of the organisation, products or services among the target customers. Only 8 percent experienced early warning of potential product or service issues. The reason for this can be, that the companies only communicate one-way and are unable to involve customers to converse.

"Marketing brochures are not the language customers use. Social media lets the experts escape the prim and proper marketing talk" (Harvard Business Review, 2010; p. 8).

Customer focus and customer satisfaction is essential in any business. If customers are not satisfied, they will eventually find other suppliers that will meet their needs. Social media provides a whole new aspect and dimension of customer service, which is currently fairly unexplored.

On the Likert scale traditional media scores 4. A lot of companies have a high level of service, but they need to update the service with social media. In this category social media has the opportunity to connect companies to customers in real-time. This is the whole point. Getting closer together, learning, listening and immediately answering customers, who needs help. That is service, and the possibilities are endless, but until social media is fully incorporated in customer service, it can only be given the score 3.

13.3 Learning & Growth

The learning and growth perspective is a company's ability to innovate, improve and learn ties directly to the company's value (Kaplan and Norton, 1996).

Attention to the learning and growth perspective is essential in achieving the objectives of the three other perspectives. The objectives assessed in this section are drivers that stimulate these outcomes and results. An organization's ability to realize financial, customer- and internal business related objectives are highly related to its ability to innovate and learn.

The average amount of time spent on social networking sites increased 82 percent last year (Harvard Business Review, 2010; p. 2). Keeping this in mind, conventional marketing wisdom long held that a dissatisfied customer tells ten people, but in the new age of social media, the customer has the tools to tell millions. One example is Foursquare, were costumers can post tips about the location they just checked in at.

The majority of these companies also disclosed, that they were still struggling with how to best use the different channels, measure their effectiveness, and integrate social media into their strategies. Two-thirds of the companies have no formalized social media strategy in place. Sixty-one percent reported a significant learning curve before they can truly utilize social media (Harvard Business Review, 2010; p. 3).

Organizational learning is viewed as routine-based, history dependent and target oriented (Levitt & March, 1988). Organizations are viewed as learning by encoding inferences from history, into routines that guide behaviour. All companies learn form direct experience, learning by doing, but in the case of social media, it seems like many companies are being patient and waiting for best practice to be documented. Through imitation, companies can profit from the experience of others (Levitt & March, 1988).

Effective users are much more focused on measurement. 45 percent of effective users reported, that they conduct customer sentiment analysis on feedback collected via social media. Even among this group, a lot experimentation and uncertainty exists concerning measurement of social media.

It takes time before companies define the value of social media, especially when the majority is just getting started with measuring their social media activity. The companies will get there eventually, but currently many are stabbing in the dark for measurement criteria (Harvard Business Review, 2010; p. 11).

The companies should start by defining their KPIs, targets and strategic goals. Depending on the strategic objectives of the company, the next step is to select operational measures and targets for performance measurement.

Traditional marketing measurement models have user acceptance, but often they can't be directly transferred onto social media. The strategic measures (KPIs) for social media marketing have to be customized, and it is important to integrate consistence in the used measurements.

A good metric is characterized by the fact that:[60]

- Consistency is measured and the measurement is free of subjective influences.
- Is easily acquired, preferably automatically and "cheap".
- Is given as a cardinal or percentage, and
- Context sensitive and specific, so that it loads as a basis for decision.

Companies have to successfully incorporate this "new world" into their business model, but the desire to speed up the learning curve is overshadowed by the desire to avoid making mistakes. Without such information and integration of social media, companies are missing the chance to effectively market products, find new opportunity and manage their reputation, says leading author and analytics expert Tom Davenport (Harvard Business Review, 2010; p. 4).

Danske Bank is using social media as a tool of change, so that social media supports the organizational culture. Danske Bank learned, through their engagement in social media, that there is a need for a long-term strategy and a roadmap for how they, as a company, communicate on social media. Personal comments on the sites shifted some realities, which their current customer satisfaction tools could not detect.

Internal barriers have a significant impact on social media efforts. Not only employer issues have been disclosed, technical issues are also imminent for companies.

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[60] http://rolandfiege.com

"There are also to many Id's to maintain. You have to have a profile on LinkedIn, Facebook, IBM internal, IBM external, Flickr and YouTube which prohibits people from utilizing it"[...] "it's so big, that you'll need to take it into smaller pieces and be forced to continue to try" (Interview B).

Another problem is managers' questionable confidence, fear or lack of understanding social media. We live in a world were not taken a risk, is taken a risk.

When it comes to learning and growth, the companies have a huge challenge. They have to close the gap between customers and them selves. Waiting on best practices to come around is far to defensive, and in worse case it can cost a lot more than undocumented expenses to social media. Inspiration and innovation spurs from challenges, and social media are a knowledge bank, which is waiting to be cracked.

On the Likert scale traditional media is scoring 3, because traditional media is fairly routine based and primarily one-way communication.
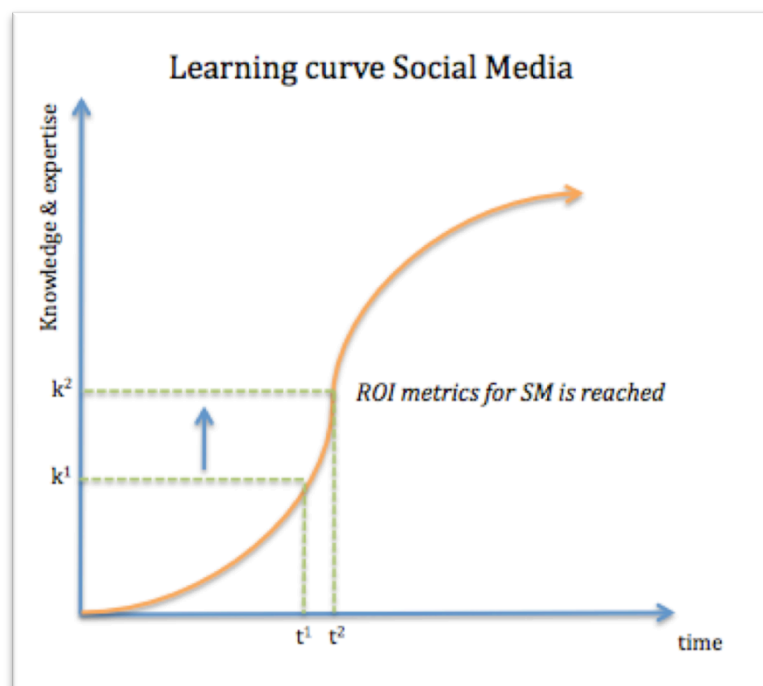
The companies know how traditional media works, but it does not contribute to, encourage or stimulate innovation or learning in the same way it used to. Time has changed. There is, on the other hand, a huge opportunity for the companies to get new energy and knowledge through social media. The integrated media is the future. All signs indicate it, but social media is still far from realizing its potential, and is therefore scoring 2 in the learning and growth category.

The total scores for traditional- and social media are depicted in figure 17.

13.4 Balanced Scorecard

	Traditional media	Social media
Financial	5	4(3)
Internal Business Processes	4	2
Customer	4	3
Learning & Growth	3	2
Total mean score	**4**	**2,75 (2,5)**

Figure 17: Traditonal- and social media BSC

The biggest challenge lies within the internal business processes. Because social media measurement models tend to be weaker than traditional media measurement models, the companies are reluctant to implementing social media in full scale and allocate marketing budgets. The reality is, that customers continue to enhance and replace traditional media consumption with digital experiences. A growing share of customer value is shifting to new industry entrants, and a lot companies are struggling to replace declining traditional revenue with equivalent value from social media. To capitalize on new revenue opportunities, companies should focus on enhancing the customer experience, embracing new distribution platforms and measurement models. Substitution of traditional media is now glaringly real.

"The mainstream adoption of digital devices and content across all age groups continues to drive fragmentation and declines in traditional media consumption" (IBM Institute for Business Value)

The companies must determine how they can overcome these challenges. The thesis research indicates, that companies can indeed embark upon these issues, and chart a course towards growth and prosperity by concentrating on implementing social media in key strategies. The companies must create strong partnerships to capture a greater share of value chain revenues. They must deliver a social experience and capture loyalty through

value extensions. Last, but not least, companies must use data to provide more value. Offer incentives to gain customer insight, and gain value in exchange.

Social media strategy map
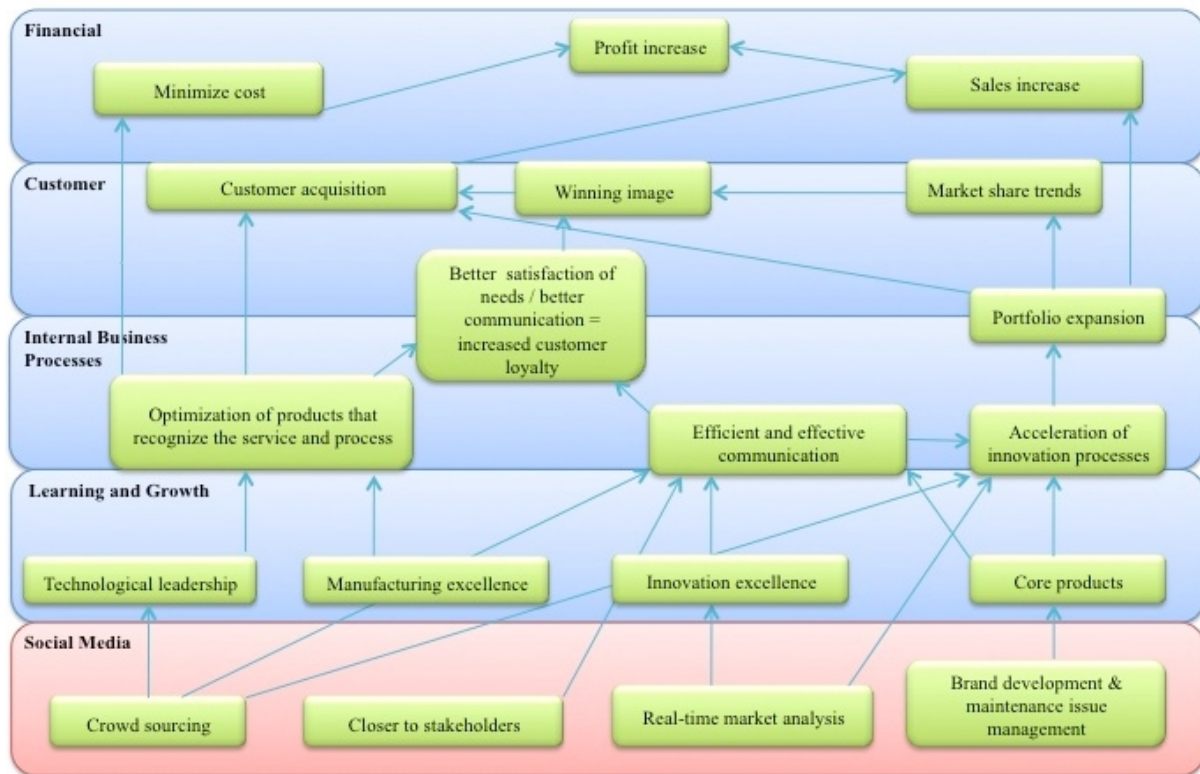
Figure 18: Social media strategy map

The social media strategy map, figure 18, illustrates, how companies can implement social media in their strategy, and which elements will be influenced. Looking at crowd sourcing, result, collected data and knowledge can contribute to learning and growth, while providing effective communication. Effective communication can result in acceleration of the innovation processes of the companies, if they understand how to use the collected data from crowd sourcing. If the company effectively aligns all the elements right, it will result in a profit increase. Looking at the social media strategy map, companies can comprehend, that social media is much more than just communication. It is a tool to get faster innovation, better communication, a higher customer satisfaction level and much more.

14. Fruit for thought

14.1 The Inside-out Approach

Since business and evolution of social media is rapidly changing due to emerging technologies, new communication channels open and consumer behaviour changes; businesses have to investigate the ways in which consumers interact with marketers and their brands.

Web Analytics Demystified and Altimeter Group (Owyang & Lowett, 2010) found that:

- Many companies are stumbling blindly into social media marketing, largely without measurement in place.

- A pragmatic approach using metrics derived from sound business objectives minimizes confusion about the value of various social efforts.

- Existing social marketing measures and metrics fail to deliver actionable insights and offer little more than digital trivia.

- Technologies exist to facilitate data collection in diverse social media, but there are no silver bullets.

To better help companies in their efforts with Social Media, they came up with an inside-out framework, which can illustrate and structure these efforts. The framework consists of three operational phases: Strategy, Management and Execution, see figure 19.
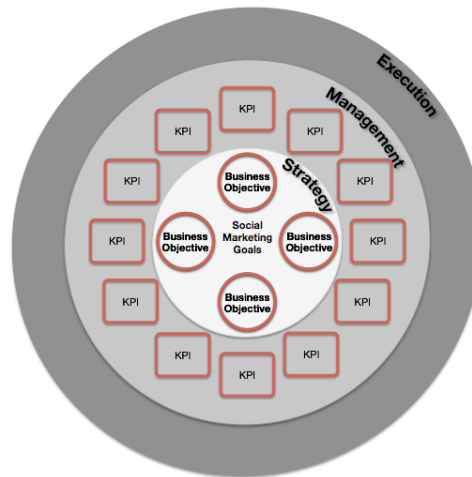
Figure: 19

14.1.2 Strategy

Numerous social media measurement technologies exist, but no single tool can adequately measure and provide insights for all Social marketing activities.

Accountability, on the other hand, is imperative to any business, and in order to be successful in social media, KPIs need to be developed with specific business objectives in mind. The framework identified four objectives, which serve as a foundation for effectively measuring social marketing using an objective-based methodology. The success of these objectives is measurable via KPIs that demonstrate progress toward the goal. The four Social business objectives identified are:

- Foster Dialog
- Promote Advocacy
- Facilitate Support, and
- Spur Innovation.

14.1.3 Foster Dialog

Dialog starts with conversation by offering the audience something to talk about. By not restricting the conversation it will travel through multiple networks and platforms and gain momentum. It requires a build up of awareness and word of mouth activities through the conversation.

Creating dialog can be achieved by creating original content via blogs or posts in various social media channels/communities, which are able to foster the dialog. Dialog can take various forms, but the content should in some form entail aspects, such as company ideas, thoughts, products or activities, so that key influencers, with business impact subjects, can be identified. Engaging in conversations should always be done with respect for the audience, and with clear mentioning of whom the conversation is from, in order to demonstrate willingness to communicate with individuals outside the company sphere.

It is important to understand, that the conversation can take a on a life of its own, good or bad, but by being "in" the conversation, misunderstandings and clarifications can be addressed, and maybe improve the brand image. Companies have to understand that the conversation will continue with or without their involvement. The framework presents metrics for dialog measurement by: Share of voice, Audience engagement and Conversation reach (Owyang & Lowett, 2010).

Share of Voice

Share of Voice is the relative percentage of brand mentions in social channels i.e., articles, blogs, comments, Tweets, videos, etc. Share of Voice is a competitive intelligence metric, so expectations can be established from a baseline of market share as determined by revenue or alternative fiscal sources. Share of Voice should be presented as a percentage over a given time period and accompanied by historical comparisons. Additionally, Share of Voice should be segmented by channel to identify which social channel has the greatest impact. When Share of Voice deviates beyond a reasonable threshold, the first place to evaluate is the content produced by the marketing department (Owyang & Lowett, 2010).

Audience Engagement

Audience Engagement is the quantity of visitors who participate in a specific marketing initiative by contributing comments, sharing or linking back. Expectations for engagement will vary, yet baseline metrics can be established. Organizations with a strong following can expect a consistent volume of audience engagement and can modify expectations based on advertising, search efforts and promotional activity accordingly. Audience Engagement is a leading indicator for creating a dialog about a specific topic or product (Owyang & Lowett, 2010).

Conversation Reach

Conversation Reach is the number of unique visitors who participate in a specific brand/issue/topic conversation across one or more social media channels. When calculating

Conversation Reach, the first challenge is identifying the scope of the conversation by associating it with a specific marketing initiative, a topic and/or keywords. Once the conversation is "clear", companies can forecast the exposure within different social media channels and quantify the expected number of unique voices contributing to the dialog. Reach metrics will be highly variable depending on the topic.

Organizations should formulate a Reach Benchmark of past initiatives to identify when the volume of participants in a conversation is expanding and travelling beyond normal ripple of dialog venues. When this has been clarified, the most active channels and influencers need to be indentified, keeping an eye on sentiment to ensure that the reach is going in a positive direction.

14.1.4 Promote Advocacy

The objective of promoting advocacy is to gain the support and dedication of individuals, which are ambassadors for certain products, brands or organizations, despite having no official connection.

This allows business extension beyond normal reach via word of mouth and viral activity. Activating ambassadors requires businesses to encourage word of mouth activities through promotion, and endorsing conversations shared by ambassadors. This activity can be tracked and measured over time to determine velocity of the "spread", and who the main advocates are.

Businesses have to establish relationships with individuals that have a resemblance with the brand, due to the acknowledgement that these individuals/advocates have significant influence over potential advocates in their network. Identifying and fostering advocates is achieved through learning and dialog (Owyang & Lowett, 2010).

By developing an advocacy program, companies can build a committed group of genuine enthusiast, who will support the brand and combat critics on their behalf (Interview D, p. 3). Key Performance Indicators that indicate the health of an advocacy program include: Active Advocates, Advocate Influence, and Advocacy Impact.

Active Advocates

Active Advocates include the number of individuals generating positive sentiment over a given time frame. Measuring this metric will provide insight on the health of the advocacy program and determine if it's working as designed. If it becomes "unhealthy", measures or initiatives to engage your positive advocates need to be initiated. This metric can be adjusted based on specific programs or campaigns, but should be compared against a benchmark of overall corporate advocacy (Owyang & Lowett, 2010).

Advocate Influence

Advocate Influence is the relative percentage of influence for an individual advocate across one or more social media channels. Building an advocacy program involves enlisting people who are going to reverberate good will about products on a consistent basis.

Influence can be measured using the volume of relevant content, comments, shares and reach. This measure can be used as an input to calculate Advocacy Influence by quantifying the relative influence of any given individual against a standard derived from all advocates (Total Advocate Influence) within your advocacy program.

This metric will also enable identification of existing channels and social circles, which influencers reach, while identifying new territory for advocates (Owyang & Lowett, 2010).

Advocacy Impact

Advocacy Impact is the direct or indirect contributions of advocacy on conversions. Calculating Advocacy Impact is tricky because it quickly becomes complicated as multi-

touch conversion events create attribution challenges. However, it is still possible to quantify direct conversion events resulting from advocacy programs or even individual advocates.

The first step is identifying conversions, whether they are online sales, document downloads, or requests for information, the calculation will be the same. Track referral information to determine the source of conversion traffic and monitor all traffic generated from advocacy initiatives. It can identify last touch conversion events and be used to recognize traffic generated by individual advocates and programs (Owyang & Lowett, 2010).

14.1.5 Facilitate Support

The business objective of support is perhaps the most straightforward. Individuals are now able to turn to social media channels to expose their service issues to the world. They either support each other directly, or the company uses the same channels to support customers.

Those listening will develop impressions of an organization based on their ability to respond in a timely manner and upon the quality of their answers. Organizations that encourage support inquiries via social media channels can potentially decrease call-center support costs, and should therefore track metrics such as: number of issues resolved by company, number of issues resolved by customers, shift in volume of service issues online vs. offline and change in cost per service issues online vs. offline.

Organizations should measure these efforts using comparable call-center metrics such as: issue resolution time, issues resolved without escalation, and quality of response. Quality can be measured using survey tools and ratings/ranking of resolution.

Support success metrics are largely focused on organizations ability to listen and respond to the ongoing conversation about your brand, products, services, and entire company. Social support won't eliminate the need for traditional support channels, but may alleviate

pressure from existing solutions. Performance indicators for customer support can be compared to traditional channels and include: Issue Resolution Rate, Resolution Time and Satisfaction Score (Owyang & Lowett, 2010).

Issue Resolution Rate

Issue Resolution Rate is the percentage of customer service inquiries resolved satisfactorily using social media channels. To accomplish this, asking customers or interpret satisfaction using other means is needed. This is possible with a simple online survey question or other automated methods, knowingly that results will not be absolute.

Comparing Social Media issue resolution with traditional call-center metrics will provide a baseline of performance and strong indicators of channel quality. Using this metric will provide clues on which channels or service agents are most effective, and can leveraged throughout the organization (Owyang & Lowett, 2010).

Resolution Time

Resolution Time is the amount of minutes/hours/days required to produce a human-generated response to customer service issues posed in social media channels. Customers expect near instantaneous response to their service inquiries, and while organizations may not have sub 60-second response times, striving to respond in a timely manner should be emphasised.

Expectations can be set based on traditional call-center or email response times if available, keeping in mind that social interactions are much closer to real-time than other channels. Responses should most likely be measured in hours and benchmarked against baseline comparatives.

When Resolution Time performance declines, the first place to investigate is your front line social media service representatives. Resolution time might depend on different issues, such as size of company, resources allocated (persons) or number of inquiries. If service is a primary component of the online social media strategy, then a workflow tool connected to the monitoring solution is a must have (Owyang & Lowett, 2010).

Satisfaction Score

Customer Satisfaction Score is an indexed score indicating the relative satisfaction of customers. There are numerous calculations and established methods for determining customer satisfaction, which include inputs such as: quality, delivery, perceived value and overall performance.

The expectations for a customer Satisfaction Score should preferably be established on benchmark figures, derived from historical performance. When customer satisfaction scores plummet, companies should investigate the source of the decline and the channels involved.

14.1.6 Spur Innovation

Organizations that truly listen to their customers take cues from social media comments, suggestions and conversations to source and identify product needs, service requirements and other innovation opportunities (crowd sourcing). Organizations can benefit from product ideas offered by the community through platforms such as Facebook, Twitter or other channels. These ideas should be tracked by source, frequency and channel to expose the most lucrative sources of innovation.

Companies can encourage awareness of innovation projects through the advocacy programs, and measure effectiveness by: the number of ideas/posts/updates shared by customers (Owyang & Lowett, 2010).

The innovation success metrics are focused on company's ability to recognize and take action on ideas generated by the general population. Organizations that develop methods for harnessing feedback and indirect cues can develop a competitive advantage. Performance indicators for Innovation include: Topic Trends, Sentiment Ratio and Idea Impact.

Topic Trends

Topic Trends include key brand/product/service topics identified by monitoring social media conversations. Topic trends should be evaluated, much like keywords, because there are typically a number of popular topics, followed by a long tail of less common ones.

Organizations will require the help of commercial social media monitoring tools to effectively listen to the conversations happening across the Web. Companies should dedicate time to mining topic trend data on a regular basis, in order to ensure that they are in touch with consumers and seek out new ideas for innovation (Owyang & Lowett, 2010).

Sentiment Ratio

Sentiment Ratio is the ratio of positive: neutral: negative brand mentions about specific products or services over a given time period. Sentiment Ratios should be trended over time and represented in context of positive: neutral: negative. Sentiment is only possible to attain using automated analysis available from commercial social media monitoring technologies.

Gaining insight in sentiment ratio will provide marketers and PR professionals greater ability to learn from feedback for new product or service ideas. Sentiment can change quickly, and each type of sentiment should be analyzed to determine the source and origin of the response.

Positive sentiment can be used to identify advocates and communities where the brand is welcomed. Neutral sentiment can help to interpret where conversations about the brand can be converted to positive through reinforcement, dialog and advocacy. Negative sentiment should be addressed directly and countered with support, advocacy and dialog (Owyang & Lowett, 2010).

Idea Impact

Idea Impact is the rate of interaction, engagement and positive sentiment generated from a

new product or service idea. Rather than running ideas through an infinite number of target individuals, Idea Impact enables organizations to leverage the power of the Internet and social media to test the waters. The challenge is to do this without revealing too much, and organizations can test concepts, prototypes and other innovation ideas through a wide net of consumers or controlled groups of advocates. In either case, the ability to measure the impact of new ideas is paramount for innovation.

By utilizing Idea Impact, organizations can gain insight into how consumers will receive a given product or service (Owyang & Lowett, 2010).

The Inside-out approach/framework applies very well to both of the analyzed social media cases. IBM and Danske Bank are using the framework, even if unknowingly, to Spur Innovation (A Smarter Planet), Facilitate Support (Bedre Bank & Mind Your Money), Promote Advocacy (Internal Ambassadors & risk management) and Foster Dialog (IBM: Employer branding & DB: Din Mening).

This framework might aid the companies to measure future social media initiatives more effectively, and setting them up to be "specific", in regards to measurements, and explain social media initiatives contribution to firm performance and achieve greater CEO satisfaction.

14.2 Three Great Social Media Initiatives in 2010

14.2.1 H&M – Best case

H&M is one of the companies that have excelled in using social media for marketing. They found different ways to engage and grow their community.

When entering H&M's Facebook page, choices under the tab called "Your H&M"[61], offers users/fans to view the likes of "Style Guide" or "H&M TV". Basically, it is fashion entertainment, were the customer chooses whatever they want to. Navigation is relatively easy, and all the latest content is available on the platform. People can visit the page to be inspired or just get some fashion amusement. This brings a stronger approach to H&M as a provider of more than clothes, but they also provide news, inspiration and updates within fashion. This is an example on how to offer incentives to gain customer insight by offer value in exchange.
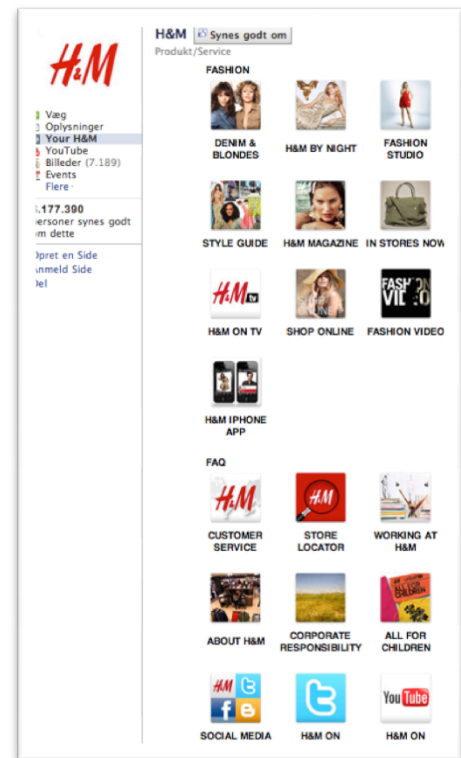
H&M involves their customers, as they arrange contests and events, but also "imports" people's outfits and blog posts that mention H&M to their Social Media Room[62]. H&M showcases their customers by enabling them to share and post creative and individual content. Showcasing customers/fans is a relation building setup, and works as a personal recommendation for the company. H&M had globally 6,160,142[63] fans on Facebook and 93,000 followers[64] on Twitter the 10th of February. Three days later, the 13th of February their Facebook fans "likers" had increased with 17.268[65] in only three days. These numbers speak for them selves. The Despite a decent size or critical mass of users, H&M primarily applies the channels as customer service. They answer people's questions,

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[61] http://www.facebook.com/hm?v=app_4949752878
[62] http://www.hm.com/dk/socialmediaroom
[63] As of February 10th 2011
[64] As of February 10th 2011
[65] http://www.facebook.com/hm - As of February 13th 2011

explain cause of problems and help out when needed, so basically they have good presence. H&M shows great proof of how social media can be used for customer service even though you have millions of fans expecting your help.

Facebook and Twitter integration enables questions to be easily and fast answered. It is paramount that questions or criticism do not go unanswered, because lack of willingness to help out will definitely be a loss of a customer.

The H&M Facebook page facilitates easy access to their online shop, thereby creating an easy and uncomplicated link from fashion entertainment to buying products. This setup makes it easy to transform the attention into action, which is the focal point of marketing in general.

With regards to measuring the social media efforts, H&M has, by compiling different areas into one social media platform, a good potential to measure the direct effect of campaigns and sales. As the direct link to sales is on the Facebook page, it enables the direct tracking of social media referrals to sales and the connection to specific sales.

If ROI is intended as depicted in section 7, time, and other factors do not interfere with the calculations from Investment to Return. The calculation is strictly dollars spent and dollars earned. H&M benefits from the industry seasons, as collections for spring, summer, autumn and winter divides campaigns and fashion into four-month time spans. Measures of ROI can specifically be allocated to the seasonal fashion collection, while branding and awareness initiatives run simultaneously and independently connecting to all seasons.

H&M's setup is interesting, as it is one way of connecting sales directly to social media. It provides guidance for similar companies and businesses in the business-to-consumer market. Links could be drawn towards business-to-business industries. Attention should be focus on how to connect direct social media efforts to the direct sales. The idea of having a platform setup, which allows for customers to buy directly, depends on the services provided, but in some cases it could be beneficial.

A simplified method is having the sales department or customer service department ask new customers were they discovered, or gained the interest in buying, the product or service. This method provides a direct link between social media spending and sales, thereby enabling a ROI calculation. By calculating the ROI, and hopefully having a positive outcome, CEO and company investment no longer has an incentive to hesitate.

Taking a look at which campaigns have been successful in 2010, will provide insight into how social media can be integrated as a part of company marketing and strategy. Three companies, including H&M, were selected as the have excelled in various areas of social media. Old spice and Mountain Dew are the additional companies.

14.2.2 Old Spice

Almost everybody remembers the heavy smells of Old Spice[66]. The 72 year-old Procter & Gamble brand needed rebranding, and the recipe was a social media video campaign. The video campaign consisted of "the Old Spice Guy", who, in his shower, comments on Old Spice products. The viral campaign established more than 26 million views, and Old Spice managed to do a follow-up, were the Old Spice Guy responded by video, on comments made by fans on Facebook and Twitter. The initiative created a hype of interest and participation, while Old Spice sales doubled.

One of the things that Old Spice did right was to give something back to the community, by encouraging people to engage and providing the user a sense of ownership. The videos were funny, and by connecting with celebrities, who replied and retweeted, they quickly reach a wide audience by word-of-mouth.

The initiative resulted in a trending topic on Twitter, and Twitter followers multiplied by 10, while having coverage in large mainstream news, tech news and industry news.

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[66] http://www.nytimes.com/2010/07/16/business/media/16adco.html

14.2.3 Mountain Dew – An example how use crow sourcing

The Mountain Dew soft drink, produced and own by PepsiCo, used crowd sourcing to develop a new soda. The idea was to give dedicated fans (ambassadors) the change to choose the soda's new flavour. Through their Facebook Page, with more than 800,000 people connected to it, they choose to launch the DEW-mocrazy campaign. 50 people were selected to choose the soda's flavour, and were sent a taste-test kit. The fans got the task to make a video of their taste-test, which included seven potential flavours. Three soda flavours were nominated, and three new products had come to life, but Mountain Dew didn't stop there. They gave their fans 100 percent responsibility to proceed with the launch of the new soda flavour. It also included final product development, such as deciding its colour, name and design, as well as the marketing and advertising procedure.

By letting their customers/fans co-create the new product, the company had fan-approval and engagement with the product in the early stages of product development. The end results are now available for purchase in America, and the user-created ads were shown in TV.

This is a case to learn from. Mountain Dew could, from the sideline, see how the new products evolved, and the users controlled decision process, thereby saving Mountain Dew a lot of energy, time and resources on developing new products. Lundin and Söderholm (1994) characterize this as a temporary organization. Lundin and Söderholm addresses the need for temporary organizations, as a supplement to traditional project management in order to make things happen.

The Mountain Dew campaign began in July 2007, and more than 1 million people participated in the product creation and selection process. This example takes co-creation to a whole new level, since everything from taste to advertising was fan-approved and generated by customers. By letting the most dedicated fans become ambassadors, the company shows care and trust. Mountain Dew is most likely one of the first companies to let their consumers play an active role in shaping and influencing the media planning and buying process.

Many companies might say, that this process is to extreme, but it does not suggest that they have to give customers 100 percent responsibility. Companies have the opportunity to ask their customers, through social media, what their opinions are on specific products/services, and might receive thousands of suggestions to improve their products.

In contrast to the social media outcomes depicted above, a recently printed article in Børsen[67] stated, that companies prefer traditional marketing in times of crisis. The articles analytical data comes from a survey made among 200 of Denmark's largest companies.

This implies, that when a crisis arises, managers go back to basic. Social media is storming ahead, but still manager's crawl back to the old fashion media, why?

The reason for company restraints may be found in the concept of risk, since, as stated in the social media section, managers are familiar with traditional media. They know them inside out and they have work fine for years. Why fix something that is not broken? Another argument could be, that due to circumstances involving the financial crisis, it might not be the right time for taking unnecessary risks.

The survey concludes, that experience makes the difference, and Danish companies try to find their own foothold in an unknown territory. Companies assess, that online communication has the greatest effect later in a marketing strategy for enforcement and subsequent actions.

The situation regarding the global economy causes company decisions to focus on what they know works, and stick with formats and marketing approaches that seem to be working for everyone else. The question is, is this forward- or backwards thinking?

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[67] Fredag den. 4 februar 2011 – Gammeldags kommunikaiton håndterer kriserne i erhvervslivet.

15 Discussion & Conclusion

Since only two case companies were under investigation, it would be beneficial, for the understanding of company use of social media, to include additional companies in further research. As social media is a novel concept for companies, further development in the area of measurements will be contributed in the future. Industry experts and analysts will provide additional framework and definition, when trial and error phases have documented the various effects and impact, while adoption of social media in companies becomes the norm.

Furthermore, additional studies regarding social media measurement would shed light on the internal issues or barriers, which the research identified. Understanding how social media performance measurement affects firm performance and CEO satisfaction could have an important impact on companies' willingness to implement social media, as a part of company strategy.

Earlier studies (O'Sullivan, Abela and Hutchinson, 2009) have demonstrated coherence between the ability to measure marketing performance and positive influence on firm performance and CEO satisfaction.

The framework, presented in this paper, has focused on how social media performance can be measured, in order to encourage company investment. By applying O'Sullivan, Abela and Hutchinsons framework, similar effects could be derived from social media performance.

Through fieldwork, this coherence was researched, and by conducting a double case study, the traditional- and social media measurement tools and practice were clarified. We believe that this is the first time this has been investigated. Through the research it was revealed, that social media measurement tools are in place, and tracking activities are plausible. Therefore, ROI for social media should be possible. The reality did not resemble the arguments presented by the theory, as social media managers did not have significant financial evidence to fully obtain CEO satisfaction or characterize specific

impact on firm performance financially. Further research and development in measuring social media might provide the desired formula for social media ROI and clarification of social media financial impact on firm performance.

The research has provided general understanding of the purposes, advantages, and benefits the companies can obtain by utilize social media measurement, thus providing insights for future research.

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18. Appendix

Appendix 1 - Interview A

Interviewers: Mads Linnbjerg & Mikkel Ib Nielsen
Interviewee: Thomas Heilskov, Danske Bank

Til at starte med, kan du forklare os lidt om din hverdag? Opgaver m.m.

Historik, så er det relativ nyt med social media blev etableret i januar 2010, en 5 mdr tid 6, og baggrunden for det man kan sige, da vi lavede mening om bedre bank kampagnen i forbindelsen med finanskrisen, det var ligesom en kampagne vi lavede. Den er ret vigtig at forstå ifht. mbb, har haft stor indflydelse på hvor vi er i dag, i en tid hvor bankerne blev bashed i medierne havde vi utrolig svært ved at komme ud med vores historier, der var ligesom kun en dagsorden overfor bankerne. Vi havde et stort behov for et kommunikativt rum, hvor vi kunne komme ud med vores budskaber overfor vores kunder og komme ud og sige at vi tager det meget alvorligt og det er det her vi gør ret meget og det er sådan vi ser på det, og det var mmb kampagnen genial til, og jeg synes på mange måder det var en eksemplarisk kampagne. Det den også gjorde var, at belyse hvor ressource krævende sociale medier er og at der er behov for en langsigtet strategi. Den første uge havde vi 1100 henvendelser i løbet af den første uge, på vores site, som alle forventede svar. Vi havde ca. 20 mennesker siddende i døgndrift, og monitorere hvad skal der svares på, ligger der noget der ikke må ligge der og andet, og det kom lidt bag på os hvor krævende det egentligt var. Da vi var færdig med kampagnen var der en vis metaltræthed i organisation når det gjaldt sociale medier, så hvis vi nogensinde skal lave noget med sociale medier igen, så skal vi have en eller anden form for roadmap som vi kan gøre brug af. Hvad er ambitionerne, hvad kræver det?

Fandt i det hårdere at kommunikere fordi I er en bank? Netop fordi folk forventer et svar?

Nej, jeg tror det handler lidt om hvordan vi designede selve kampagnen, det kunne vi godt have været kommet udenom tror jeg, men samtidig havde vi også lyst til at komme ud og svare på de ting. Vi havde tre faser vi opererede med: lytte fase, høre hvad der blev sagt; reflektere og komme ud med handlinger, som er den fase vi er i i dag. Den lytte fase, hvis folk

skrev de havde en dårlig oplevelse, så forventer de at der bliver svaret. De skriver at de er belvet dårligt behandlet og det nytter ikke, at banken bare lytter, det fandt vi ret hurtigt ud af.

Blev DB som organisation klar over hvor vigtigt det var at være envolveret i sociale medier?

Enormt meget, og det var en af de learnings vi opnåede. Der var et behov for langsigtet stategi, for at vise roadmappet, for hvordan vi gør virksomheden gearet til at kommunikere på denne måde. Så var der nogle klare take-aways som handlede om værdien i de inputs vi fik, det at folk skrev personlige kommentarer på sitet, rykke ved nogle ting , som vores fornemme kundetilfredsheds analyser ikke kunne måle, og vi har et meget avanceret kundetilfredsheds analyse apparat. Men det at vores direktør; Henrik Norman, læse alle de ca. 3000 indlæg på sitet, gjorde at han fik et helt nyt syn på hvad er det for nogle problemstillinger der er, så denne form for kvalitative input som kommer det gav noget helt andet, og det vil vi gerne bygge videre på og arbejde med.

Normalt når man arbejder med kundetilfredshed kan det meget nemt blive kvantitativt og statisk, altså på en skala fra 1-5, der får folk ikke tilstrækkelig svar mulighed.

De her kvalitative input lærte vi meget af, så det skulle vi have en plan for fremadrettet. Men det viste også at dialog er forpligtigende, du kan ikke sige jeg vil gerne høre din mening, men nu gider jeg faktiske ikke høre på den mere, det var bare en gemik i en periode det durer ikke, når vi først har sagt at vi vil høre din mening, er det permanent så kan man ikke vige fra den position igen. Så hvordan vi kan være mere dialog orienteret via sociale medier skal vi have en plan for. Efter mmb gik vi i sep. 2009 i gang med at lave et strategi arbejde sammen med social square, hvor vi lavede en række workshops med forskellige dele af organisationen for at finde ud af hvordan sociale medier kunne understøtte forretningen. Det var alt fra kundeafdelingen til HR, og ledte ud i nogle signatur projekter eller guiding priciples for hvordan vi kan bruge sociale medier bedst. Helt overordnet er der tre målsætninger vi arbejder efter:
To be helpful, vi har en udfordring hvor DB anskues som en arrogant blå bank, så det vi kan bruge SM til er at være nærværende hjælpsomme og være aktive tilstede i SM, det tror vi meget på. Så står vi jo i en forandrings process, vi ar et andet princip:
To axellerate change, at bruge SM som et forandringsværktøj der bygger på kultur, hvordan SM kan understøtte organisationens kultur.

Show Expertise, er det tredje ben i vores arbejde gå på at vise vores kompetencer i organisationen. Under hele finanskrisen er vi blevet slået lidt på vore kompetencer.

Ja, I er blevet svinet til nogen steder for at sige det mildt

Det må man sige. Så billedet af den store kompetente bank er blevet riset lidt. Vi havde en del diskussioner om hvordan vi kunne bruge SM til at være åbne, for vi mener stadig vi er den mest kompetente bank og bruge SM til at lukke banken mere op, og vise de kompetencer der er i organisationen. Der er tre værdi ord som guider alt vores brug af SM, alt hvad vi laver knytter sig til de tre overordnede målsætninger. Til at drive den fremgangsproces har vi udviklet 8-10 signatur projekter, som skal organisationen klar.

8-10 signatur projekter, kan du give et eksempel på bare en af dem?

Et af dem er f.eks. overvågning, altså hvordan vi lytter på kundens mening. Vi bruger forskellige værktøjer til monitorering, så vi overvåger alt hvad der bliver sagt om DB på nettet. Så går vi faktisk meget ofte ud og svarer. Har i læst Politikken i dag, læs den, på forsiden står der: Bankerne læser med når du brokker dig på nettet. Det er en artikel der går på, hvordan vi bruger SM til at lytte på kundernes oplevelser, og så gå ud og svarer som en form for kundeservice. Der er et eksempel på en case inden i. Så det er et signatur projekt på, hvor vi de seneste måneder har arbejdet på et setup på hvordan vi ser på, hvad er det folk skriver om os på blog, communities og andet,

Ja, det er klart at I også er nød til at gå ud og slukke nogle brande!

Ja, simpelthen, så det er både hvor vi går ud og svarer, men også hvor vi samler op på, hvad er det folk er utilfredse med, er de meget utilfredse med en bestemt funktionalitet, f.eks. netbank, og brokker de sig meget på Twitter, så samler vi op på det, og fører det tilbage til vores product development afdeling, og siger jer der arbejder på netbanken og siger der nogen der ser den sådan her. Det er et signatur projekt. Et andet projekt er f.eks. nye CEO-blogs, jeg har fået nyt setup for hvordan vi kan arbejde med blogs internt. Det gør de allerede, men det fungerer ikke optimalt, der skal et mere ambitiøst setup til.

I skal have de "høje" herrer til at blogge, skal de på kursus? Er de vant til det?

Ja, det er de jo ikke, det kan man gøre på mange måder, men et setup er hvordan vi træner de lokale brand kommunikations afdelingen til at drifte en CEO-blog, hvordan sparer du med en direktør der ikke har tid til det, og ikke kan se værdien i det, hvordan sørger du for at han kommer med nogle ting der er personlige, hvordan finder man den rette form, for det er forskelligt fra direktør til direktør hvordan det skal køres, så det er svært at lave en universal opskrift på hvordan den gode CEO-blog skal være.

Vi har bl.a. snakket med IBM, og de har faktisk haft lidt af det samme på papiret, og de har haft nogle af deres direktører på kursus i SM. Det vi synes der er interessant er, at I er den første C-20 virksomhed der tager dette her sindssygt alvorligt. Hvis man f.eks. tager CBS har de ikke nogen Facebook eller noget som helst, men til gengæld har de 3 hade-sider, og det kunne måske være interessant for dem?

Ja, vi har så 48 hade-sider, det afhænger jo hvilket brand man er.

Hvordan er jeres interne politik omkring SM for medarbejderen, må de gå på Facebook?

Det er et andet signatur projekt og strategi arbejde, hvor vi er i gang med at udarbejde nogle guidelines til vores medarbejder, der klarlægger hvordan du må bruge SM. Sidder du i en filial, og du har været der i 30 år og ser hvordan DB bliver svinet til under finanskrisen, og synes ikke det er helt fair, du er egentlig loyal og vil være ambassadør. Så er der nogle af vores medarbejdere der har haft lyst til at gå ind og blande sig på en eller anden debat på f.eks. DRs hjemmeside, må man det. Hvad er DBs holdning til det. Der har været en masse spørgsmål, eller må man som medarbejder i en filial være venner med sine kunder på Facebook, må man som leder være venner med sine medarbejdere på Facebook, hvad er god skik. Så vi lavede nogle guide lines til vores medarbejdere, det er svært, fordi der er en masse gråzoner, så det er svært at opstille en klokkeklar politik, det her må du og det her må du ikke. Det vi kan gøre er, at vi kan give nogle gode guidelines til hvad vi anbefaler du skal gøre, så du ikke kommer galt af sted. Den politiske del siger, ja du må gerne bruge Facebook i banken, på samme måde som Internettet, som et arbejdsredskab. Så hvis Facebook er en del af dit arbejde må du gerne bruge det, i et minimalt omfang, hvis det ikke går ud over dit arbejde, må du også gerne bruge det i din arbejdstid, ligesom at læse en online avis. Der er ikke nogen forskel.

Det der gør det lidt interessant er, at vi har oplevet flere virksomheder som har lavet interne politikker som simpelthen har lukket ned for Facebook.

Det har vi også i øjeblikket, imod vores vilje, men Facebook er i øjeblikket den største trussel for virus spredning i øjeblikket. Af hensyn til vores netbank sikkerhed der har vi nogle meget restriktive krav, så vores kære group security manager han har desværre i en periode måtte sige der er ikke adgang til Facebook fordi der bliver spredt så meget vira via Facebook. Så derfor har vi måtte lukke ned, men det har ikke været fordi folk har brugt for meget tid på Facebook, men på grund af sikkerheden, så i øjeblikket er der faktisk lukket for det, men vi arbejder stærkt på en ny sikkerheds opdatering så vi kan lukke op for det igen.

I overvåger SM så som Facebook og Twitter

Altså jeg har stadig adgang til dele af Facebook i kraft af mit job, men

Der er ingen planer om at lave en dissideret Twitter side?

Jo det er der

Nå, vi kunne ikke lige finde frem til en general DB Twitter side?

Vores Twitter profil hedder @bedrebank, så…men hvis i tjekker @bedrebank, så er det DB Twitter profil. Grunden til den hedder det er, udspringer af hele bedre bank kampagnen, men vi bruger Twitter meget aktivt, jeg tror faktisk vi er en af de virksomheder i Danmark der bruger Twitter mest. Hvis nogen skriver om DB på Twitter svarer vi på det, så follower vi dem og følger op, det lyder som en dårlig oplevelse har du prøvet det her eller ring til vores customer support eller sådan noget. Vi bruger Twitter ret aktivt, til når nogen skriver om DB svarer vi med den konti, så det gør vi. Men kontien kommer til at ændre navn, i løbet af efteråret så den kommer til at hedde Danske Bank, men nu hedder den det indtil vi er ude af MBB kampagnen.

Hvis vi går lidt tilbage, altså under krisen, der oplever i rent faktisk at SM, ikke kan grave jer ud af krisen, men være med til at løse nogle af de barrierer der er for jer. Hvordan er den proces, altså normalt oplever vi at virksomheder har en lang liste af barrierer når de høre ordet SM, og har lidt svært med at tage det seriøst. Så hvordan opstod det, at nu for vi fat i nogle kunder, der ærligt kan sætte sig ned og sige jeg synes sådan of sådan, hvordan kom I derhen?

Der ligger en større strategisk analyse bag, hvorfor det lige var, at SM kom til at fylde så meget i lige den kampagne. Nogle af marketing folkene er bedre til at svare på de strategiske analyser der ligger bag. Men man kan sige, hvis man står i en situation som vi gør, hvor du opfattes som en lidt lukket virksomhed, tilbageholdende, ikke særlig menneskelig måske, hvor mange kunder måske synes at bankerne ikke rigtig har forståelse for min situation. Så står vi jo med en kommunikations udfordring, som handler om at vi skal kunne vise menneskelighed, vise forståelse, vise nærvær, det er nogle af de ting som vores analyse har vist, er nogle specifikke udfordringer for os. Og løse den image udforing vi har, kræver en indsats på en lang række punkter og kanaler, og SM er bare en lille bitte del. Langt den største del handler om, hvad foregår der i filialen. Hvad er det der kommer ud af munden på den rådgivende, hvad er det for en oplevelse du får, når du taler med en rådgiver, hvad er den konkrete rådgivning du får. Men en af de ting vi så også kan gøre, det er at sige, den oplevelse du har af banken – online, kan vi gøre noget der for at vise mere nærvær, mere menneskelighed, større forståelse, vise vores kompetence, der er SM et enormt godt redskab. Jeg synes SM har et enormt potentiale i forhold til vores virksomhed, og i forhold til de konkrete omdømmemæssige udfordringer som vi står med. Jeg tror også bare på, at det er fremtiden, jeg tror grundlæggende på at det er den måde virksomheden kommer til at kommunikere på i fremtiden. Den relationsopbygning er fundamentet i fremtidens kommunikation.

Vi er heller ikke der henne hvor vi er nogen der løber rundt og råber af folk og virksomheder som ikke er på SM, men vi mener det bliver en vigtig del af dit fremtidige parametermix, og det er man nød til at komme i gang med. Vi er også klar over, at mange virksomheder anskuer det som lidt af en jungle. Hvad skal vi lave for det første, hvordan skal kampagnen se ud, hvordan kan vi målrette dem til lige præcis den målgruppe vi går efter, og alle de forskellige spørgsmål der ligger i brugen af mediet.

Netop, derfor tror jeg, det er enormt vigtigt at man har lavet den øvelse, at hvordan er det konkret SM kan understøtte forretningen lige netop for os, det har været godt vi har været igennem den proces.

Du siger jo også, at det har været ressourcekrævende, som du fortalte, at I skulle side så mange mand på vagt.

Det kan vi heller ikke gøre permanent, så det har handlet om at afslutte den fase vi er i nu. Afkommet af den har strategiproces vi har fået et mere selvstændigt team, og der er en person der er blevet hovedansvarlig for området, som kan side og se lidt længere ud og se på hvordan kan vi gennem konkrete projekter være til stede og nærværende via SM, på en måde så det er ressourcemæssigt kan lade sig gøre og er meningsfuldt. Der er alt for mange virksomheder der åbner en Facebook side som en form for visitkort.

Ja, så har vi gjort et eller andet.

Ja, nemlig og det ønsker vi på ingen måde. Hellere frem for at sprede en hel masse projekter prøver , når vi er der, at afsætte nok ressourcer til at vi kan være der på en meningsfuld måde.

Ja, det var også det vi lagde mærke til da vi så jeres Facebook side, hvor I har en lille intro video med fire rådgivere, som er i vores aldersmålgruppe, for mange gange ser man jo Facebook sider karakteriseret af meget statisk information.

Vi havde mange overvejelser før vi lavede mind your money facebook side. Det med interaktion og muligheden for at gå i dialog, det er det sm kan. Ser du vores mym site, er det et flot læring site, hvor du kan gå ind og lave forskellige budget modeleringer, det manglede ligesom muligheden for at gå i dialog og involvering, som er ret vigtigt for målgruppen som skal skabe forståelse for hvad penge og privatøkonomi er for en størrelse. Den tab der hedder: spørg os på facebook, og ikke bare følg os på Facebook, men spørg for det er aktivt da vi gerne vil have at folk går i dialog og benytter det som en dialogkanal. Vi havde en ide om at vi gerne ville lave rådgivning på Facebook, men inden vi nåede så langt, så var vi også meget forbeholdne da vi ikke laver mobiltelefoner, tennissko, el. lign. så hvor mange vil

egentlig blive fan af Penge og privatforbrug, da det måske er noget af det mest kedelige. Når det handler om noget der er så kedeligt, hvor meget involvering kan vi lave om et emne som er af lav interesse. Det er low involvement område vi har med at gøre, så hvordan kan vi så havde en tilstedeværelse på Facebook som giver mening. Jeg har ikke set ret mange gode cases på banker der gør det godt på Facebook. Det er penge, og sige at man ikke har styr på penge vil man udstille det på Facebook. Facebook handler om underholdning, hvordan vil vi gøre det, og det gav anledning til en del overvejelser på hvorvidt det egentlig ville give mening at være der. Det vi ligesom har lagt fokus på er, sådan får du styr på dine penge, underforstået det har du ikke i forvejen, så siger vi få mere ud af dine penge, altså en positiv stemning, altså små tips og tricks til hvordan du får lidt mere ud af dine penge, altså snackssize information, hvor vi bruger sm til at vise, at penge kan man godt blive opdateret på en lidt mere convinient måde. Afdramatisere mødet med banken, prøve at være bank uden slips og formaliteter og sige, det med penge og bank er faktisk en del af dit hverdagsliv, så du kan komme på skiferie eller Roskilde festivallen, og gøre det klart for målgruppen, at det er det det handler om. Det er det vi kan bruge sm til. Så vil vi meget gerne bruge det til at sætte ansigt på banken, altså bruge Facebook til at opbygge disse unge rådgivere som personer vi kan bruge i alle mulige sammenhæng også i pressemæssig sammenhæng, bruge dem som talsmænd i ungdomsmedier, hvis det er det vi vil. Hvis man er den der store blå bank, er sm ret godt til at sætte ansigt på banken, og det har vi gjort meget bevidst på mym. Vi tager de her medarbejdere og trækker dem frem og opbygger dem som personligheder fordi det er nogen du kan relatere til, og lige pludselig bliver den der Danske Bank lidt mere menneskelig, måske. Vi ved der er mange unge mennesker der er bange for at gå ned i banken, de har nogle forskruede opfattelser af, hvad der foregår dernede.

Hvilke resultater har i set af det har nu, hvor mange er fans, og hvor mange forventer i i fremtiden, altså har i nogle KPIer i arbejder med?

Hvis vi kun taler mym Facebook siden, så bruger vi nogle forskellige KPIer for den. Nogle handler om antallet af fans, men også graden af posts altså involveringsgraden. Vil vil hellere have noget involvering og dialog på siden, frem for en hel masse fans. Vi kigger på hvor mange fans giver os kvaliteten i relationen, men samtidig kigger vi også på ting som ikke har med sm at gøre, f.eks. presseomtale. Det har været en vigtig parameter, også at vi bruger sm til at komme ud i traditionelle medier med en lidt anden historie om banken. Vi har haft nogle målsætninger med hvor mange presseklip vi skal have, artikel indslag. Vi har været i 18.30

TV-avisen, TV2 News, Politikken og P3 nyhederne, og det har været en ret god historie at vi har levet dette projekt hvor vi rådgiver via sm. Det er også en KPI i det. Target vise har vi haft en målsætning, vi har været lidt usikker omkring ressourcer, men en målsætning om 1000 fans i løbet af det første år, relativt beskedent. Men også ud fra at det tager lang tid, især med et emne som det her, vi skal opbygge noget der er meningsfuldt og virker, derfor har vi sagt, få i starten og så bygger vi det op over tid. 1000 i år og så forhåbentlig 2000 næste år osv. Vi udvikler os i takt med antallet af brugerne, fordi vi sider jo halvanden mand, så vi har ikke de store ressourcer. Jeg skal ud og svare på blogs og alle mulige ting, internkommunikation, så der er mange ting, og hvad skal man prioritere. Vi opererer med forskellige KPIer, det er vigtigt ikke kun at se på antallet af fans.

Det society I får, kan jo også hjælpe hinanden.

Det har været meget vigtigt for os, når vi har talt om det. Vi vil meget gerne have de unge til at tale med hinanden om det. Vi ved jo at autoritative kilder, bank og andet, har meget mindre indflydelse end tidligere. Hvis du har et eller andet, hvad skal jeg gøre i forhold til denne her situation, så kan de spørge, og vi vil meget gerne have, at de unge taler med hinanden omkring banken, uden vi nødvendigvis blander os.

Vedr. jeres målsætninger, omkring 1000 fans, kender i fordelingen aldersmæssigt og gruperingsmæssigt?

Ja, Facebook har et meget fint statistisk værktøj, så når vi siger 1000 fans, så er det inden for målgruppen. Det er fra 18 til 30 årige.

I har selvfølgelig investeret noget i det her, tid, penge ressourcer i det hele taget, står det mål med investeringen?

Ja, det må man sige det gør. Mindjumpers som jeg er meget begejstret for, har givet os en meget god pris for det her, og har arbejdet rigtig godt for det, så det har i den grad stået mål med det vi har givet for det. SM er meget billigt i forhold til hvad de bruger ovre i vores marketing afdeling. Hvis man ser på pressedækningen, hvis man omregner det til annonceværdi, det gør vi ikke så meget mere, så har det her projekt hentet sin værdi mange gange. Hvis man prøver at tænke udover denne parameter, altså annonceværdi, og kigger lidt

mere sofistikeret, hvad har det så givet bundlinjemæssigt, der er det enormt svært. Det er spændende at tale om ROI på SM, men det er enormt svært. Det der er vigtigt, når man arbejder med SM, det er man har klare målsætninger, og måler på det man gør, man opsætter nogle klare KPIer, men den sidste del af the equation i forhold til hvad bidrager det til bundlinjen, der bliver det noget sandsynlighedsgørelse, det mener jeg ikke man kan. Det der er interessant er, at man har gjort det meget inden for marketing og man har en brand equity tradition, så har man været ret gode til at måle på de ting man gør, i forhold til at se på sales og hvor mange sales leads generer det her, de er ret gode til at måle aktiviteterne til salg. SM handler meget mere om relation, og værdien af de opbyggede relationer kommer senere hen, måske. Det er enormt usikkert. Der befinder vi os i ROI diskussioner, så er vi ovre i en mere klassisk, altså indenfor kommunikation diskurs, så er vi mere ovre i de diskussioner der har været indenfor for intern kommunikation, eller pressearbejde, hvordan opgør man værdien af det i forhold til bundlinjen. Hvordan vurderer du værdien af, at du har undgået en kritisk sag, du har talt med en journalist og har fået en artikel til at lande rigtigt, hvad er værdien af det. Du kan godt se der er meget værdifuldt, men hvor mange penge er det i forhold til bundlinjen, det er svært at sætte tal på, sådan er det også med SM, det er den samme problematik. Jeg tror det gør at der er mange marketing folk der har svært ved at forstå SM, altså salgs-vice og hvis vi skal gøre nogle ting, så skal der komme nogle konkrete salgsleads ud af det. Det skal være meget tydeligt og kunne dokumentere det på en helt speciel måde. Det tror jeg gør, at mange marketing folk bliver tilbageholdende til at gøre det for den der; ja, vi kan godt opbygge nogle relationer, og vi kan godt se der er noget brandvalue i det her, men…

Man vil jo gerne ende op med den kunde man har og kunne sige, vi har haft en click-rate på det her og der har været ROI på det her, og det vil man jo gerne kunne fremvise for kunden. Hvis man skal lave en SM kampagne, så må man gå ind og se på, hvad er din most-wanted-responds. Er det og gå ind og slukke brande eller gå i dialog med kunden. Det er jo ikke sikkert det ender ud i et slag, men hvad er konsekvensen ved ikke at gøre det? Kan man regne det ud, det er ikke sikkert. Man kan tegne nogle senarier på, hvad er det for nogle retninger vi på vej hen i, hvordan ser verden ud for os som organisation. Mange i direktionslokalerne siger jo at ROI er gud, og det tror vi man skal passe lidt på med.

Ja, det mener jeg også. På twitter har jeg faktisk fået et salg, hvor vi gik ind og "blandede" os i samtalen, hvor kunden havde en dårlig samtale, hvor vi gik aktivt ind og hjalp

vedkommende. Det twittede han så om den case og sagde at det var et ret godt eksempel på hvordan DB tager de her ting alvorligt. Der var så en kunde der så denne tweet, og reagerede positivt på den, og sagde at måske skulle man overveje til DB. Så kom vi i dialog med ham på twitter, og det endte med han skiftede bank. Sådan nogle salg kan du godt have. Kritiske sager, vi havde en kunde i fokusbank som havde tweetet: se hvad fokusbank har gjort, de sender pin-koder ud på folks creditcards, så havde han lagt billeder op af kuverter med andre folks pinkoder, som han havde fået fat i, men var sendt ud ved en fejl. Det fik vi hurtigt lukket ned, men værdien i det kan man jo ikke sætte tal på. Det der er vigtig er, at du opsætter nogle målsætninger for hvordan du arbejder med det. F.eks. hvis du kigger på damage-control, hvad er det for et setup du skal have, hvad dine målsætninger for hvordan du gør det. Har du nogle mål for hvor mange kritiske sager du skal lukke ned, har du en målsætning for hvor hurtigt du skal være tilstede, det synes jeg næsten er mere interessant. Når man taler om måling, handler det om målsætninger og hvilke KPIer man sætter op på det, og så må man sandsynliggøre arbejdet efterfølgende. Når jeg skal op og tale med min direktør, så kan jeg dokumentere det vi gør, og så er det op til hende og sige, hvad er værdien i det her og tror jeg på det skaber værdi for virksomheden. I forhold til riskmanagement, hvis du bliver behandlet godt, så fortæller du det til dine venner, det er en helt anden værdi. Jeg kan f.eks. ikke huske hvornår jeg sidst trykkede på et online banner, men jeg kan huske, hvis jeg har mærket et menneske online som har talt med mig eller fået en god behandling.

Er der her afslutningsvis noget du brænder inde med at få sagt?

Jeg synes det er spændende, og jeg vil meget gerne læse jeres afhandling, når I er færdige med den. Det er en spændende problemstilling. Det med hvordan opgør man værdien af kommunikationen har jo været en diskussion vi har haft de sidste 10 år. Sociale Medier ligger i grænselandet mellem kommunikation og marketing, vi skal have nogle modeller for det. Hvis vi i marketingoptik går til de her ting, lige nu, organisatorisk, er SM forankret i kommunikation, men jeg arbejder meget tæt sammen med marketing, så jeg har brug for en modellering, en måde at gøre mine interne interessenter klar over hvad er værdien i det her.

Og vel også kunne formidle, hvor ROI er i det her?

Ja, det er meget vigtigt.

Har du et godt råd til andre virksomheder, der ikke har involveret sig i SM endnu?

Gør det så hurtigt som muligt. Jeg tror vi er en af de virksomheder i Danmark, der tager det mest alvorligt, i hvert fald inden for den finansielle sektor. Det er tungt at overbevise organisationen om fordi man afgiver kontrol, for det er ikke sjovt at alle kan poste alle mulige ting, f.eks. vores Facebook side så er der nogle NGOer der har været inde og skrive forskellige ting, men det kan de jo alle mulige andre steder, men jo mindre muligheder der for sådanne ting jo bedre, det er kontrol tankegangen der træder i kraft. De tror de er i fuld kontrol, men det er de slet ikke. Det handler om, gennem konkrete projekter, at bevise værdien af det. Jeg tror MMB kampagnen har hjulpet os enormt meget. Normalt, når man taler SM, så anbefaler man at man tager babysteps, for at vende organisationen til det. I vores tilfælde har vi sprunget ud fra 15 meter vippen med det ambitiøse projekt vi startede med. Lige for os har det været det helt rigtige at gøre fordi vi havde en finanskrise, men det har også gjort det synligt hvad det er for nogle værdier vi får ud af det her. Det handler om, så hurtigt som overhovedet muligt, at skabe nogle helt konkrete projekter, som viser, her giver det mening, vi hjælper vores kunder, der lærer vi noget om vores kunder. Meget ofte bliver diskussionen meget principiel, hvor det er godt at lytte til vores kunde, vi skal have distribueret vores tilstedeværelse. Det kan godt blive meget abstrakt og få små evangelistiske diskussioner omkring værdien at være Social. Hvis man skal få diskussionen til at lykkes, skal man bevise det gennem helt konkrete projekter.

Med den erfaring i har gjort jer med kunder der har skrevet om interesser, problemer og andet, har i så sendt det videre op i systemet, altså helt op på øverste trappe?

Nej, ikke helt op på øverste trappe, men forskellige interne interessenter søger vi for at vise, når vi har en god sag. Lige før jul havde vi en folkepensionist, som ikke havde råd til at holde jul, fordi DB havde forlangt at få hendes lån tilbagebetalt. Hun havde fået at vide, nede i banken, at hun ville få tilbageholdt hendes ældrecheck. Det var der en journalist der havde fået for øre, og der var en folketingspolitikker, der havde hørt om denne sag, og der blev oprettet en Facebook side der hed: Red Annas Jul. Her opfordrede man til at spytte i kassen til Anna, for DB var så grådige at de ville tage hendes penge. Sagen var jo slet ikke som den blev fremstillet, vi må slet ikke tilbageholde en dames ældrecheck. Vi kom i medierne og historien kom i de traditionelle medier, der går vi så ind og svarer og gør det klart, at hvis man låner penge, så skal man altså betale tilbage ellers er det de andre kunder der skal betale for det. Altså at pointere at vi altså ikke tilbageholde en dames ældrecheck. Sådanne

sager og andre kan vi gennem casen vise, at vi ved at blande os søger for at sådanne sager ikke udvikler sig.

Hvad bruger I til at monitorere med, et program?

Ja, i øjeblikket abonnerer vi på en service der hedder Meltwater, altså deres buzzmonitor. Det er helt særligt diskussion om, hvordan monitorer man bedst på SM. Jeg har lige kigget på et nyt værktøj som jeg synes er rigtig spændende fordi der er et lille stykke endnu for at have de rigtige værktøjer til at overvåge, men Meltwater har indtil nu været det bedste.

Appendix 2 - Interview B

Interviewers: Mads Linnebjerg & Mikkel Ib Nielsen

Interviewee: Christian Carlsson, IBM Denmark

Til at starte med, kan du forklare os lidt om din hverdag? Opgaver m.m.

Jeg er digital marketing strategist. Jeg kigger på IBM Denmarks digital og her ligger social også. Jeg er alene om det, så jeg er nød til at være selektiv omkring hvad jeg fokuserer på. Jobbet er nyt, positionen er ny, og startet i februar. Vi har ingen webmaster længere, i stedet har vi en strateg. Hele webmaster delen og produktionen er flyttet til Bratislava og outsourcet. Det giver mening på visse punkter, men også en del udfordringer. Udfordringerne er at organisationen skal gøre alt, du har ikke længere nogen der laver quality ensurance, det var jo tidligere webmasteren der stod for det. Det er noget nyt som tilføres, og der er ikke nogen der har sagt til f.eks. sælgerne at nu skal du også være ansvarlig for dit personlige brand og hjælpe kommunikationen, så havde de bare sagt: year right. Jeg er på LinkedIn, men det er kun mine business associates jeg kommunikerer med. Det er sådan noget jeg kigger på.

Så det er både personlig branding og branding inden for IBM?

Ja, det handler om kommunikation, marketing, medarbejder branding, employer branding, social selling som er en gren der vokser sig større, det handler om hvordan du kan gøre sælgerne lidt smartere til at komme ud i den store æter. Det omhandler også CSR, og på samtlige gælder der listening to customers og measurement.

Hvem er jeres kunder?

Der er en opdeling af kunder, large enterprise, general business enterprise, der findes large, medium og alt andet. Med social Media går vi ganske bredt. Jeg har været med i et forsøg på one-to-one delen, med de større kunder, altså Mærsk & Danske Bank o.lign., men det er ikke så meget Social Media, men mere hvad er det for nogle collaboration tools vi kan bruge, kan vi køre file sharing i stedet for at sende rapporter, det er måske ikke så meget Social Media men mere Social software. Der er små projekter, men vi går vidt og bredt.

Via LinkedIn kan man jo share filer.

Det gør vi også. Nogle af sælgerne som gør det og konsulenterne bl.a. vores innovation executive kører samtlige sine præsentationer via SlideShare eller et andet lignende software. Men igen, dette er ikke noget vi gør vidt og bredt. Vi har ikke en strategi som siger, at samtlige vores konsulenter skal anvende SlideShare. Det havde jo været suverent, men det kan vi ikke gøre. Jeg talte med tekniske eksperter i IBM, som skal være mere offentlige fordi de sider med en fantastisk masse kundskaber og information, og taler vi om hvordan vi kan gøre dem mere offentlige, gennem Social Media. Men det er jo så personligt hvordan man bruger det. Det fortsætter med at være personligt for Social Media er jo personligt. Det er ikke en Office applikation, word, som siger sådan skal du bruge word, Social Media skal du selv finde ud af hvordan du vil bruge det og til hvad. Derfor kan vi ikke bare gå ud og sige at de skal bruge det.

I har nogle guider der underviser i hvordan man kan bruge det, og i kraft af det er individuelt må I vel have nogle guidelines til hvordan I bør gøre og agerer?

Ja, absolut der har vi mange ting, men vi lader det være op til individet selv til at bestemme hvad de skal sende ud. Men ja, vi har vores guidelines som beskriver hvordan IBMs holdning til brug af Social Media er. Vi har Blue IQ ambassadører intern som er personer, som kan kontaktes hvis man ønsker at få hands on hjælp til at opsætte sit Social Media network. Vi har en masse guidelines til f.eks. hvordan man opsætter sin LinkedIn profil og lign.

Hvordan markedsfører i jer på nuværende tidspunkt?

Vi bruger det aktivt i marketing taktisk, et eks. er: A Smarter Planet Facebook siden. SM er IBMs branding aktivitet, og den handler om at få awareness om hvad IBM laver. Det handler om kommunikation med folk, altså få feedback fra folk udenfor og diskutere hvad er Smart. Der har vi A Smarter Planet bloggen, en Hub med diverse stories og sharing. Går vi ned på branding niveau, software group i IBM, de er dygtige til at anvende Social Media på globalt niveau i deres kommunikation. Hvert år har vi Software Day, som er den største software event i Danmark i Øksnehallerne. Deltagerne er alle kunder, alle IBMer og alle business partnerne. Vi er ikke kommet i gang med Social Media delen på eventen, det er vi i gang med at planlægge lige nu. Der kommer vi til at køre Twitter alle blogs, LinkedIn grupperne som

kunne have en interesse, vi skal have IBMerne til at udnytte deres LinkedIn netwærk til at pushe messages via updates of statuser. Så det er en masse små Social Media taktiks i spil til Software Day. Det vi kommer til at måle på hvor mange kommentarer var der, men der er ikke sat nogle målsætninger op på hvad vi skal måle.

Hvorfor har IBM som organisation fundet ud af at Social Media er vigtigt, og har I taget til jer fra USA?

Strategisk set kommer meget fra IBM Global. Når vi kommer ned på Danmark, så er det en sales consultancy organisation, der findes ingen research det den er outsourcing tung. Dette indebærer at meget af product development og de ting, alt handler om taktiske ting ude hos kunden, man tænker ikke de store tanker. Measurement delen er begyndt at kigge på ROI, det kommer mere og mere op i diskussioner hvordan vi måler ROI på aktiviteterne vi laver. Der findes et Social Media Counsil for IBM på executive niveau. Her er der folk fra alle brands, alle industri sektorer og sales and distribution. De mødes kontinuerligt, og det er blevet en stærk gruppe, som kommer med anbefalinger til resten af organisationen omkring hvad skal vi med Social Media. Ud fra det kommer der anbefalinger til collaboration strategies, Social Media strategies og lign. Det begynder at komme ned igennem til landplan hvor jeg sidder, hvor der nu er Digital Media strategists i mange lande. Det er det lokale land som skal beslutte om de vil satse på Social Media, da jeg jo ikke er betalt af IBM Global. Jeg ville ønske at man ville lave et større buy-in i Social Media, men det ligger jo i min opgave at fordre det. I august kommer jeg til at stå foran hele topledelsen i IBM Danmark og virkelig skære det ud i pap, at hvis I ikke hopper på toget nu, så misser vi muligheden. Sådan er det jo, med teknik, hvis vi lægger Social Media under teknik, så handler det om at være first mover. IBM har sammen med Microsoft og andre været first movers, men det handler om at komme videre, for vi har et godt fundament internt, med en masse IBMer som begynder at kunne det her, nu skal vi bare tage det her sidste push og trykke dem ud.

Social Media er både marketing og kommunikation og risk management. Hvis man vil kigge på ROI så ved vi godt det er svært at formidle værdien og mulighederne til organisationen. Derfor risikerer organisationen et stort gab i deres markedsføring og anvendelse af Social Media.

Ja, og Internettet står jo ikke stille, udviklingsmæssigt kommer flere og flere til. Men i henhold til ROI, så er der mange der kun tænker dollar tegn, men der findes jo soft faktors i ROI, og de er sværere at overbevise executives om. Her bliver man nød til at sætte sig ned med dem og forklare det til dem, men det har de jo ikke tid til. Sorte eller røde tal, det fatter de med det samme, men der findes jo en anden ROI også. Hvis vi får IBMerne til at engagere sig, så de til at lytte til hvad markedet siger, de kommer til at højne deres selvtillid til at komme ud, og de vil øge deres velbefindende, ja klart, men hvordan fanden går du ind og måler det.

Man kan gå ind og måle most-wanted-responds, f.eks. nogle outcomes, bedre kommunikation, bedre risk management, men det er svært at værdisætte. Det er vigtigt at have målsætninger inden man går i gang, f.eks. sales via Facebook, så man har noget at arbejde ud fra.

Dette er jo noget vi arbejder hen imod. Vi måler på enabling IBMers f.eks. og det kan vi måle. Jeg kan gå ud og lave en survey på alle IBMer i IBM Danmark og spørge: bruger du Twitter, bruger du LinkedIn og måler det igen om 6 måneder, og vil så kunne se om de har flyttet sig fra non-engagers til engagers. Så kan man anvende modeller til at finde ud af, om dem som har flyttet sig har de fået større netværk. Men vi er ikke der, hvor vi kan udtale os konkret omkring disse ting. Vi laver mange ting, men vi er ikke struktureret omkring dem.

Virksomheder kan ikke blive i troen at vi har fuld kontrol over forbrugeren, så man er nød til at ofre tid og ressourcer på Social Media der måske ikke direkte afledt giver indtægt.

Ja, og det er vigtig at tage de lokale eksempler frem i organisationen. Et konkret eksempel hvor innovation executive der pga. det han skrev på Twitter blev kontaktet af en journalist der ledte ud i en artikel serie om smarter water management, og det er jo helt fenomenalt. Han brugte 5 minutter på at skrive sin tweet, og vi fik en børs-artikel ud fra det.

Det kunne jo være en del af ROI. Presse omtale kan måles, størrelse osv. og hvad det konkret koster.

Til en software event blev der sendt 50 invite e-mail og fik ikke den store responds. Så havde en salgschef udsendt private e-mails og fået responds fra 10 personer. Så havde han taget sit LinkedIn netværk og så fik han en responds på 25. Det giver jo også mening, fordi hvis du investerer x-antal penge i en event, og du ikke får folk til at komme fordi du skyder med spred-hagl, så er det waste of time and money. Så udnyttelse af netværket kan få de personer ind du virkelig vil påvirke og det koster ingenting, og får man et lead fra ingenting så er det en fornuftig ROI. Jeg tror virkelig, at de lokale, ikke succes historier, eksempler kan få folk til at forstå hvorfor man skal engagere sig i Sociale Media.

Hvilke barrierer finder I er forbundet med Sociale Medier?

Internt er der barrierer. ROI og andre ting falder ind under her, det tager for lang tid indenfor organisationen. Vi laver mange ting rigtigt godt, men det tager for lang tid. Okay, vi har 3700 medarbejdere i Danmark, og det er en sag at få en innovation executive til at blive aktiv, det er jo ingen problem, han ser jo ideen i det. En tekniker derimod, som sidder i strategic outsourcing organisation, hvorfor skulle han eller hun blive involveret, det handler også om hvilke profiler man vender sig til. Det er tungt, i min optik går det for langsomt. Også teknisk er der udfordringer. Der er også for mange ID'er at opretholde. Du skal have en profil på LinkedIn, Facebook, internt i IBM, eksternt i IBM, Flickr, Youtube og det hindre folk i at benytte det.

Der er store stolte organisationer, IBM, Nordea, Danske Bank eller Mærsk

Nu nævner du nogle virksomheder der har en forretningskultur der taler imod Social Media. I IBM taler forretningskulturen ikke imod Social Media. Vi lever efter værdierne om innovation, så der er ikke nogen values som stopper os i at komme ud, men jeg kan tænke mig, at i en bank er der noget kulturelt arv der sætter en stopper for det.

Netop det med traditioner i større virksomheder taler imod Social Media, det er det der gør det spændende at undersøge, da virksomheden kan få en helt anden profil uden de helt store investeringer.

Vores ledelse er ikke negative overfor Social Media, vi har vores social computing guidelines og det dækker alt, og det lokale management kan ikke sige noget til det, da corporate har sagt

er det er sådan, men det er en prioriteringssag. Det er ikke så højt prioriteret da vi ikke kan vise værdien i det. Men vi er på vej. Hvad fanden skal man gøre for at få det her Quantum Leap!

I den verden vi befinder os i nu, der tilkendegiver kunder deres frustration på nettet, og det kan så skabe bad-will for virksomheden, og image is everything. Troværdighed er alt afgørende, og lukkethed vil ikke gavne når krisen virkelig kradser. Derfor er målingen vigtig for at kunne tilpasse indsatsen, men skal alt måles i kroner og øre?

Nej, men til slut bliver det jo ofte dollars, måske skal man kigge på eksemplerne og uddybe disse, så det indebærer hvad vi fik ud af det, så det vi kan få ud af det bliver letforståeligt. Så replikerer vi det 100 eller 1000 gange, så må der findes en ret god chance for det sker igen.

Måler I jeres medieindsats?

Ja, vi bruger Cobra og Banter, der findes jo mange eksterne måle programmer, og vi bruger mange forskellige måleinstrumenter. Jeg kører en Twitter aktivitet, hvor jeg de seneste to måneder aktivt har været ude og tweete omkring B2B digital marketing. Der måler vi den specifikke aktivitet omkring antallet af new followers, antal retweets, kommentarer og lignende der bruger vi ikke kun Cobra, så det er individuelt hvilket tool vi bruger til aktiviteterne.

Så opstiller i vel også nogle KPIer for aktiviteterne?

Nej…..Jo, hvis vi tager software day, så er der KPIer, men hvad det er konkret er jeg ikke klar over, men det kunne være sjovt, hvis vi havde en IBM Danmark KPI, det ville være dejligt. Nu har vi så og så mange engagerede og i næste måned forventer vi så og så mange, men det har vi ikke. Men på kampagner har vi helt sikkert KPIer. Hvor mange blogposts, comments, retweets.

Den teknologiske udvikling har gjort, at forbrugerne kan komme ud med deres holdninger hurtigt og de har forstået at bruge det i modsætning til virksomhederne, der ikke helt kan se at det vil få så stor succes og de muligheder der er i Social Media.

Det er jo et dilemma at det går så ekstremt hurtigt. Alle de slides man ser på at industrialiseringen tog så og så lang tid og så kommer man over på den tekniske del f.eks. hvor lang tid det tog før telefonen kom ind i organisationen og senere e-mailen og det bliver kun hurtigere og hurtigere. Mennesker kan jo kun håndtere så og så mange ting samtidigt, og når man taler udvikling er det endnu færre ting som man kan håndtere, fordi man skal tænke sig om, prøve ting af, mislykkes et par gange og finde sin vej fremad. Social Media taler jo stik imod hvad mennesker kan håndtere.

Indgår Social Media i jeres marketings mix?

Ja, det indgår. Vi har et demand programme team som er pure marketing og de har fået digital lead targets. Det er ikke specifikt på Social Media, men det ligger jo under digital. Det er også lidt nyt, det har de ikke haft tidligere. Der er en del vi skal blive enige om og hvordan måler vi det på en smart måde, hvad ligger ind under digital leads. Der er en masse træning, tre timer i går, angående viral marketing via Social Media for hele marketing teamet. Men mange kigger jo på mig i stedet for. Vi skal huske på, at de marketing personer vi har er meget kreative, men de er jo mere administratører og projekt managers. Det er ofte bureauer der kommer med de kreative ting til virksomheden. Fra et marketing perspektiv, kan vi komme med tankerne, men ofte er det er primært Ogilvy der kommer med planen og eksekverer. Eksempelvis til Software Day skal i have 10 subject matter eksperts til at skrive blogs, og det er det her de skal skrive om og på denne platform. Så det ligger jo også udenfor organisationen det er ikke kun internt.

Med tanke på ROI på jeres projekter og de andre medier I bruger, hvordan forklarer du din chef og måske hans chef hvorfor skal vi bruge det her, hvorfor er det vigtigt? Hvordan sælger du det til beslutningstagerne?

Der er ikke en medicin som er nem at tage frem og sige: det er sådan vi gør det. Vi er inde på individualisme, der er ikke en rigtig måde. Vi er nød til at sætte os ned og snakke om det. Vi bliver nød til at pinpointe hvor det er vi skal kigge. Social Media dækker jo alt, alting spiller jo ind og derfor bliver vi nød til at gå ind og se på: det giver merværdi hvis vi kigger på kommunikation, i forhold til risk management og så tager man de eksempler.

Har du en afsluttende bemærkning du brænder for at komme af med?

Jeg synes, at det vi lige har gjort det viser også hvorfor det er vigtigt at snakke om det, da det er så stort, så man bliver nød til at tage det i mindre stykker og blive nød til at fortsætte med at prøve. Det havde ikke været lige så interessant at arbejde med, hvis det havde været mere statisk og struktureret. Lige nu er det jo the wild west og det fortsætter det med at være. Enten kan man lide det eller også kan man ikke.

Appendix 3 – Interview C

Interviewers: Mads Linnebjerg & Mikkel Ib Nielsen

Interviewee: Jørgen Brandt, IBM Denmark

Hvad var jeres seneste marketing initiativ der er målt og evalueret?

De fleste af de aktiviteter vi laver er events. Det er der hvor, vi er mest omhyggelige med at afrapportere vores målinger. Så lad os antage at vores sidste tiltag har været et event, og så lad os tale generisk. Kunne det ikke være nyttig for dig?

Jo det var mere hvis I havde noget konkret, hvor kunne sige dette var vores seneste inintiativ og det var vellykket. Fordi ligesom vi ser med SM, så har I haft noget med… jeg ved via Christian(IBM, INTERVIEW 1) at I har haft nogen initiativer omkring CEO's skulle til at blogge på twitter. Det er måske et mere generelt initiativ.

Oh jah, jeg synes det giver bedst mening hvis vi taler generelt. Mit seneste tiltag var en workshop om (lidt utydeligt) EMwear, som jeg lavede 3 af i november. Dem kan jeg så have i baghovedet.

Var initiativet outlined og monitoreret fra topledelsen fra start til slut?

I allerhøjeste grad. Vi bliver målt meget omhyggeligt (grundigt), for næsten ikke at sige i "hoved og røv". Og det er jo top management som har og har outlinet – hvad er det for målepunkter vi har. Og det skinner igennem og bliver rapporteret og konsolideret – sådan så der kommer rapporter, så hele marketing og manegement bliver (udetydeligt).Så det er både godt og skidt. Tid – 3.27

Hvilke målinger fandt/finder du mest relevant for champagnen?

Det vi altid overordnet har målt på, det er at vi i marketing skal generere leads, det skal generere demand. Det måler vi i leads. Eller du kan kalde det oppotunities, salgsmuligheder. Og det er ligesom det faste, det generiske, og der har vi alle sammen nogen targets vi skal nå. Så skelner vi imellem at vi har antal leads – lad os nu antaget at der er kommet 50 mennesker til et givent event, så følger vi op på dem og har nogen præcise definitioner for hvornår vi kan kalde noget et lead, fra at det bare har været en deltager. En deltager er jo nødvendigvis ikke

en salgsmulighed. Vi siger hvis han har buying power og der er en tidshorisont, projekt og et budget. Og der er så en scorings algoritme. Så får vi en score og så siger vi nu er det et lead og så bliver det banket ind i den database for vi summere hvor meget pibeline vi har.

Nå men altså vi går ned til at måle antal leads. Så hvis jeg har en event så skal jeg måske skabe 8 leads. Jeg forventer måske 50 deltagere. Så har jeg en gennemsnitlig værdig af mine leads, og det kan jo varierer meget om det er den ene eller den anden løsning, som du forsørger at sælge. Derfra kommer vi så frem til hvad er vores pibeline value. Værdien af de leads som jeg har skabt. Og så følger vi endelig hvornår vi closer disse leads eller closer dem som wins eller closer dem som tabt. Og hvis vi så closer dem som wins så er det så det ultimative af vores targets, hvor meget win renenue har jeg været med til at skabe.

Altså ligesom ROI?

Fuldstændig – ja. Og så problematisere jeg at det her lyder meget grovt, men det ikke kun hvad det kreerer, fordi IBM er jo ikke et comsumer marked hvor vi har ufattelig mange leads. På en given platform hvor vi f.eks. sælger server og storage, hvor vi sælger server løsninger til en 500.000 kr. Der giver det jo sig selv at det ikke er en voldsom – man kan sige vores kunde som vi forsørger at sælge løsningen til er måske til de 200 – 300 større virksomheder. Derfor er min pointe at…

Dvs. At man ikke er afhængig af at man skal have en masse små leads, fordi at hvis du netop generere 8 leads ud af de 50 til sådan et event, så har du faktisk et rimeligt godt cash flow hvad det angår?

Det kunne du godt sige, men den pointe jeg ville have og det er bliver problemet med at måle det er at de virksomheder ville allerede ligge inde i vores leaddatabase – så sælgerne sidder jo heller ikke (kollega kommer ind på kontoret – derfor lille pause) så derfor måler vi også det vi kalder – om vi har influeret på et allerede eksisterende lead. Fordi når Grundfoss har været forbi og sælger har registreret at vi arbejder på at opgradere deres computer – så vores salescircle er på et halvt år til ¾ år på de fleste løsninger. Og derfor hvis jeg nu sku have Grundfoss ide til seminar hvor jeg påvirker dem i deres buying cirkel – så får jeg også kredit for det.

Vi har en mulighed for at sælge for en halv mio kr. til Grundfoss, men vi vil så være mange der får kredit for at have påvirket Grundfoss… Succesen har en given kampagne afhænger af for meget for følger op på den.

UDDFALD I SAMMENTALEN…. selvfølgelig på evaluering af samtalerne og efterfølgende sende spørgeskema ud og spørger om deres tilfredsstillelse og tilfredshed og der har vi så nogen målsætninger.

Hvilke målinger eller metrics har den største vigtighed for evaluering og fremtidige bugetter? Finansielle eller Non-finansielle og hvor ofte måler I dem?

Jeg kan godt få ros for de mere kvalitative mål, men det benhårdt med hor mange leads og meget pibeline jeg har skabt.

Vi har på de fleste af vores aktiviteter det vi kalder en i2r – at vi skal være nede på – det kan så variere på produkt og marked, men f.eks 2 %. Så vores i2r, så hvis jeg bruger 100.000 kr. på en aktivitet så skal jeg kunne levere 50 gange så meget i win renenue – hvis min i2r har været 2 %. Og det er et regnestykke som vi hele tiden sidder og nosser med. Og det kan sige – det igen er taknemmeligt, men jeg skal altid have en businesscase (UDFALD)…

Jeg har bare ved at sige at jeg skal for hver aktivitet skal jeg have en businesscase som jeg ganger op med hvor mange leads der er og hvad deres gennemsnitsværdi er.

Denne E2R, er det noget som du sidder som beregner eller er det noget i har afstemt i organisationen på forhånd? (UDFALD)…

Det varierer per brand og marked. Alt så hvis man ens marked vil ledelse tillade en højere E2R.

Vi måler per kampagne.

Hvor mange metrics opererer I med? Hvad er de?

Antal leads er gennemgående og de other measurements de er jo tilfredshed, kundetilfredshed – det er også fast, men jeg vil sige vi er nok ikke gode til at opstille relevante kvalitative målepunkter per kampagne. (Lille pause da IBM er ved at finde en skriftlig briefing på målinger)

IBM læser på: Hvad er conversion rate på en direct email. Hvad er open rate på html clickrates, conversion rate på TeleMarketing. Antal view på web siden. Click rates på bannere. Satisfaction rate på events. Hvor mange sociale editor counts på social media - så

man kan sige vi har forholdt os til det, men i og med at de er forskellige per kampagne – så er det også i højere grad frivilligt at gøre det.

Men der er et outline for, hvad der er vigtig for en given kampagne?

Ja

Bruger I benchmarking, KPIer?

Vi har nogen forretningsprioriteter som vi skal understøtte med vores marketingsaktiviteter og det kunne f.eks. være at vi vil have så og så mange new footsteeps på et nyt marked/produkt. Fordi jeg tænker benchmarking er det en sammenligning med andre virksomheder.

Det kan være begge dele, men primært intern benchmarking.

Jeg tror – gud vide om det er rigtigt, der er en kraftig skelnen mellem vores forretningsplan og vores marketing.
Forretning er styret ugentligt for hvor meget de skal nå og hvor de skal være. Marketing skal understøtte det ved at sikre der en pibeline - sådan at marketing er med til at generere – vi snakker meget om 1+1 – hvis salg kigger på hvor meget kan vi nå i første kvartal, så skal vi sikre at der er pibeline til dem i 2 kvartal. Sådan ser man meget på det – et kvartal plus 1.

Er det svært at integrere marketing measurements med marketing budgetter?

Der er en vis sammenhæng mellem hvad vi laver og hvor mange budgetter vi får. Den der sidder en marketingpengekasse og han vil lægge sin penge der hvor han marketingmæssigt får den bedste ROI.
Og det er måde godt og skidt. Det kan man ikke bebrejde dem, men da jeg også sagde at der nødvendigvis ikke er en sammenhæng mellem marketing, resultaterne og succesfulde en kampagne har været. Fordi hvis jeg er doven og ikke pisker sælgerne til at sige – i skal opdatere jeres leads med at kunden har været ved et event. Hvis ikke jeg er omhyggelig med det, så fremstår mine aktiviteter som ikke særlig succesfulde og så bliver de midler i et vist omfang som bliver signet fra udlandet -...- vil jeg ikke få de masse budgetter.

Dvs. At jeres budgetter er afhængige af de measurements i får?

Ja – og så alligevel, så er det sådan at jeg ikke får nul. Vi taler derfor om slags perceived value. Og det er egentligt lige så vigtigt for mig at min sponsor (manden med pengekassen) han skal synes at det jeg har lavet er værdifuldt. Og der kommer spå den mere kvalitative målemetode. Så hvis ledelsen kan se at kunderne er nemmere at få i tal efter at de har deltaget i et event, så er det vigtigere for salg end om jeg har kunne clicke af at der har været 120 kunder og at jeg vil hævde at jeg har været med til at påvirke alle de leads de havde.

Gør måling af jeres insats lignende opgaver nemmere at evaluere mht. succes og fiasko?

Vi gør egentlig ikke meget ud af at sammenligne events. Et event har været succesfuldt, hvis kunderne har været glade for det de har set og jeg har kreeret/opnået de leadtargets jeg havde for eventet.

Så det er individuelt fra event til event?

Det vil være individuelt per aktivitet. Vi kan sige vores største aktivitet er marketingvis, den hedder software, og der er et fast mål at der skal være flere deltagere end sidste år. Så det kan man sige det er jo meget håndgribeligt at de skal nå op på 800 deltagere det år hvis de havde 800 året før.

Hvorledes måler I jeres medieindsats, hvis I gør? (Click-rates, adwords, ROI e.l.)

Hvilke KPI'er måler i på?

NB! Til ovenstående spørgsmål, fremsendte Jørgen Brandt appendix 5 som svar.

Er det områder af interesse, for måling af marketing performance, du anskuer som udækkede?

Vi skal til at måle vores respons. Hvis jeg sagde at vores mission var at skabe leads, så vil det være en del af det, men IBM har købt et software tool som hedder unica[68]. Dette program

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[68] http://www.unica.com/

kan bl.a. måle hvor meget repsons vi skaber – både i sociale medier via html baserede emails, hvem har åbnet filerne, hvor mange har downloadet filerne. Nu har vi det vi kalder et marketing opportunity tool, som kan måle helt ned i deltaljer.

Ja dette er et nyt tool for i forvejen har vi vores financial measures og vil stadigvæk have targets.

Hvad er de her financial measures?

Det var det jeg kaldte leads.

Så leads er konverteret til et monitært beløb.

Ja, ja.

Kan det også måle social media?

Jeg har kun set den del af programmet som hører til direct marketing. Så når i siger sociale medier så ved jeg det ikke. PAS.

Nu kommer jeg lige med sådan en lagmandstanke: Man ved jo ikke hvad man får for pengene på sociale medier. Selvom de kan fortælle mig at jeg har fået så og så mange clicks og så og så mange eksponeringer – jeg ved jo ikke hvad værdien har været.

Det er svære på B2B markedet at måle sociale media. Og det er jo derfor at vi er glade for at vi har Christian.

Appendix 4 - Interview D

Inteviewer: Mads Linnebjerg & Mikkel Ib Nielsen
Interviewees: Camilla Malmose (CM) & Michael Stein (MS), OMD

Til at starte med, kan du forklare os lidt om din hverdag? Opgaver m.m.

CM:Det kan vi sagtens. Vi starter med at finde ud af – hvad er det for en udfordring som kunden står over for. Det er det som er afgørende for de valg der træffes efterfølgende. Man kan tage mange midler i brug for at komme frem til. Derefter kigger vi på målgruppen, markedet, mærket(brandet) som vi har med at gøre – så vi derved forholder os til den udfordring vi har med at gøre. Vi forsøger at være kanal uafhængige. I den forstand, at vi ser ikke på grupper af medier som er traditionelle eller Sociale Medier – men det er selvfølgelig en kategori for sig selv. Vi skal jo se på hvad løser opgaven, og ikke vi vil hellere på TV – vi vil hellere i Sociale Medier fordi, hvis vi bliver stillet en opgave af en kunde så må det være den som er styrende for vores valg vi træffer efterfølgende. Nogen udfordringer kan løses via sociale medier og nogen kan løses via TV eller radio eller hva f***** det nu måtte være.
MS: Så vi tager ikke udgangspunkt i en enkelt medie kanal eller mediegruppe. Vi har ikke interesser eller er økonomisk involveret med nogen kanaler så vi er neutrale – vi er objektive i vores rådgivning. Og det kan man sige er en af udfordringerne ved at være et kreativt udviklende bureau - man kan blive fristet til at vælger nogen af de kanaler som i højere grad driver bundlinien, i forhold til produktion osv.

Dvs. I går ind og vurdere – hvor kan i få den største effekt og det bedste resultat.

MS: Hvis vi nu tager udgangspunkt i mobiltelefoner – så finder vi ud af, hvem er det der bruger dem her i dag, hvem vil være i markedet for at købe lige præcis de terminaler som vi gerne pushe over fra en af vores kunder til dem som vi nu har identiceret som værende i målgruppen. Så kigger vi på hvilke kanaler de bruger? Hvordan ser deres medie dag ud? Hvor er der kontaktpunkter henne? Hvem spørger de til råds. Hvordan ser købs-processen ud – hvor lang er den – hvad er deres rådighedsbeløb? Hvor ofte skrifter de mobiltelefon? Altså en hel masse viden omkring det at være forbruger og det at være i kontakt.

Hvor får i disse informationer fra?

MS: Noget data findes i syndikerede databaser – Index Danmark, Gemius og lignende – ret store kvantitative databaser, som jo er fine til at få et initialt overblik, men er ikke gode nok når vi går ned på mærkeniveau, eller går ned på nogen forretningsområder hvor der er meget dynamik, så er det simpelthen ikke detaljeret og præcist nok. Det vil så være gennem eksplorative metoder. Det være sig via analysebureauer som vi køber data fra, men det er os der hjælper med at stile de rigtige spørgsmål.

Analysevirksomheder kunne dette være f.eks. Synovate?

MS: Ja det kunne det sagtens være. Vi køber fra dem, de er bedre – det er deres kerneforretning. De er dygtige til at få respondenter og sikre validitet og repræsentativitet osv. Men det bruger vi videre i vores rådgivning. Men det kan også være via af andre kanaler. Mange kunder har jo kunde databaser. De har en stor loyal kundegruppe, man kan spørge forbrugerpaneler. Sociale medier er også rigtig velegnet. Og så kan man igen begynde at spørge lidt til jeres initial spørgsmål – det er jo ikke kun en kommunikationskanal, det er jo også en videnskanal, det er rigtig meget mere end kun kommunikation. Så det kan man også bruge det til produktudvikling, kundeservice – altså al ting. Medarbejder – der er mange flere parametre inden for social medier end bare det at være en salgskommunikation.
Det vil være nogen de mekanismer man bruger, kvalitative elementer, såsom fokus grupper, digitale fokusgrupper – det arbejder vi også med, for simpelthen at få nogen mere viden omkring hvad er det er tricker folk til at være i markedet eller komme tættere på en købs-situation for ens produkt? Og det bruger vi selvfølgelig både i forhold til at udvælge kontaktpunkter og hvem det er vi skal have til at influere vores kunder, men også i forhold til at udfordre kommunikationen – hvad er det så vi skal sige? Hvordan kan vi så sige det? Og det bliver mere og mere vigtig forbi konkurrencen er stigende stort set inden for alle markeder. Så det er være dygtigere end konkurrenterne, og vide mere og lige have det forspring, det er det der betyder noget.

Så slagsleads kigger i på overordnet? Altså hvor meget kan i generere for de virksomheder som ønsker rådgivning.

CM: Det kommer an på hvad de kommer og siger de gerne vil. De kan også komme og sige at vi skal lancere det her brand – de vil opbygge genskab – de vil ønsker deres image skal ændres, der kan jo være en overordnet målsætning som er helt – selvfølgelig vil de i sidste

ende også gerne sælge nogen produkter. Men der kan sagtens være nogen overlæggere, og det er det som er styrende for valget.

MS: Det kan være en virksomhed som har en loyal gruppe af kunder og de kan se at den siver(der bliver færre og færre). Nogen gange kunne det være at identificere hvor problemet opstår, hvorfor siver de væk, hvem er det, hvad kan man gøre for at det stopper? Det jo også en tilgang – det er en lidt mere defensiv tilgang, altså minimere turn, i stedet for bare at hente ny forretning. Så der kan være mange dimensioner i det og det er ikke altså at kunderne selv helt er klar hvad det er der det rigtige problem. De kan måske se nogen symptomer, men de ved ikke om det bare er deres kunder der bare køber lidt, sjælnere eller om de ret faktisk mister kunder. Sådan nogen af de elementer kan vi så også hjælpe med at finde ud af og få klargjort – hvad er egentlig deres udfordring. Således at vi også ved, hvad er det man sætte ind imod. Så hjælper det jo ikke noget at man bare sætter prisen ned hvis kunderne ikke kan lide produktet.

I sådan en situation går i så ind og laver et win-back program for dem?

MS: Vi går i hvert fald i og finder ud af, hvorfor er loyaliteten her ret lav.

Hvordan finder i frem til disse data. Hvordan kan i se at en kunde ikke har handlet i længere tid osv? Hvordan finder i årsagerne til at kunderne er gået.

CM: Vi kan jo analysere de data vi får fra kunden og så kan vi se at kunden har et problem med loyalitet. De kan så hyrer os til at finde ud af, hvad skyldes det her. Eller de kan selv finde ud af det. Men vi kan identificere hvor er det kundedatabasen siver ud. Og hvad der så sker derfra det jo så være flere forskellige ting. Man kan også bare gisne om hvad er problemet, så det er op til kunden hvad der skal ske. Hvor vi går ikke bare automatisk ud og spørger deres kunder. Vi skal blive bedt om at gøre det.

Må vi kalde det Traditionelle Marketing?
Hvordan rådgiver i jeres kunder i forhold til sociale medier, så som facebook twitter, linkedIn m.m? (Oplever i en skepsis til SM hos nogen kunder?)

CM: Vi mærker ikke skepsis mere. Jeg synes det primært er hos de store internationale virksomheder. Måske hos nogen af de traditionelle virksomheder, der er det meget forskelligt.

Men FMCG virksomheder (Fast Moving Consumer Goods), og meget traditionelle store virksomheder de er måske lidt mere afvigende, fordi de har i så mange år bare kørt 100 TRP om ugen, de tror de på virker, men jeg synes faktisk at de fleste kunder virker åbne. De vil også gerne med på vognen, men de er falmende, i forhold til hvordan de skal bruge det. Hvad kan man, hvad skal man og man skal selvfølgelig være villig til at indgå i dialog og det betyder så også at hvis du åbner op, så skal du også være villig til at lytte til når nogen sviner dig til. Og det er der nogen der kan være lidt bange for.

MS: Det er måske den største del af det, det er den der manglende kontrol. Den kontrol man havde på at have styring på alt man lavede. Den kommunikation og den dialog der er om ens brand eller produkt – den der såkaldte illusion den er jo bristet fuldstændigt. Fordi den er ikke til stede mere. Og det er nogen af de oplevelser som vi som aktører vil få hvis ikke de er til stede i sociale medier - fordi det er de. Det er bare ikke dem der styrer dialogen

CM: Det ressourcetræk som det nødvendigvis og vil kræve af dem. Fordi du kan jo ikke være på og så svare to dage efter. Nu er nu, det er real time.

MS: Og ignorer det kan man heller ikke. Fordi forbrugerne/kunderne vil begynde at engagere sig, så man er nød til at have en vis form for stillingtagen til det. Så kan man sige at så er der måske nogen produktkategorier eller virksomheder hvor det ikke er specielt relevant, i hvert fald som det er nu. Hvis man kigger på demografien af dem som er aktive på de sociale medier. Hvis en kundegruppe nu har en aldersmæssigt tung slagside, forstået på den måde at det er meget ældre mennesker(65+), så er det måske ikke på de sociale medier at man skal lægge sin største indsats med ens markedsføringsmidler. Men det er trods alt stadigvæk de færreste aktører som har den slags udfordringer. Det kan også være et spørgsmål om tid inden de også begynder at blive relevante ingen for en aldersmæssig tungere del af det. Det kan vi se med internetpenetration, det kan vi se med mobil brug osv. Det er bare et spørgsmål om hvornår kurven flytte sig.

Hvordan måler i medieindsatsen på Sociale Medier? (Click-rates, adwords, ROI e.l.)

Det er måske udgangspunktet som er en fejlopfattelse at Sociale Medier er en kampagne. Fordi, for de her 3 ugers kampagne initiativer. F.eks. nu har vi en fødselsdag kampagne, og så har vi rabat i bilka og så har vi styret folks forbrug . Det er måske fint nok i vise henseender. Men når vi taler Sociale Medier og digitalt så er det hele tiden! Det er ikke sådan at, så er vi på i 3 uger, og så går der 4 uger så er vi på igen. Vi er på hele tiden. Så er det er hver dag, hver time, hvert minut. Så man er nød til at kigge på nogen andre parametre, også i

forhold til det vi startede med at sige omkring – hvad er det man skal vurdere det på. Fordi det er andet end bare salg. Det er kundedialog, kunde engagement, det er ambassadør effekt, det er involverering, det er medskaben, det er respons – der er rigtig rigtig mange elementer som det her lige pludselig åbner op for, at man kan komme i dialog og rent faktisk udvikle og blive dygtigere. Og man kan sige dem som melder sig som "likes" eller fans som man også kan kalde det på ens like page, jamen det er folk der vil en noget. Det er folk gerne vil i dialog med mærket. Og man kan sige på den front så bliver det en dialog/diskussion med ens traditionelle dialog programmer. Hvad skal man bruge dem til, og hvad skal man bruge det sociale medier til. Men det er klart at hvis man betragter det som værende bare et ekstra spor på sin tre TV-kampagner, så får man ikke den fulde effekt af de sociale medier, tvært imod. Så behandler man dem fuldstændig som alle mulige andre medier på de andre mediers præmisser, og det er nok forkert.

CM: Med det sagt så prøver vi selvfølgelig på at teste det ind i de modeller vi nu har. Men det er stadigvæk så nyt og vi har så lidt data på det, så vi har ligesom ikke rigtigt set noget endnu. Vi har da nogen eksempler fra McDonalds. Og der kører vi jo så kampagneaktiviteter som har fungeret fantastisk. Der har man også på direktionsniveau set effekten.

Det som vi oplever det er at mange virksomheder har utrolig svært ved at forholde sig den nye magt balance mellem forbrugeren og virksomheden. Forbrugeren er i førersædet.

Noget som vi synes er ret interessant det er, når vi oplever (vi håndtere nogen de her (kundernes) facebook sider). Prøv at gå ind og kig på Mc Donald's. Der opstår selvjustist, fordi som Michael siger, dem som er likes, de kan ret faktisk godt lide os. Så lige så snart der kommer nogen ind og skriver at Mc D sucker for vildt, så får de så mange slag af de her likes. Så vi behøver faktisk ingen gang at begynde at forsvare, og forsøge at sige - nej nu skal du høre fordi det kører fuldstændig af sig selv. Så du får jo lige pludselig et helt andet tale rør. Fordi de her mennesker som elsker dig – de kæmper endnu hårdere din branding. Så der har man i hvert fald forstået hvad den her kanal kan.

Det vi tror der bliver den største udfordring for mange virksomheder er, at forstå den her magtbalance er vendt om.

CM: Det der faktisk er ret interessant synes jeg, det er noget vi har oplevet, vi håndterer jo nogen af de her Facebook sider for vores kunder. Prøv at gå ind og se på McDonalds Facebook side, der opstår jo selvjustits, hvor dem der er "likers" de kan jo rent faktisk godt lide os, så lige så snart der kommer nogle ind og skriver at McDonalds sucker for vildt, så får de så mange slag af de her "likers", så vi behøver fakstisk ikke en gang at begynde forsvare os for det kører fuldstændigt af sig selv. Du får jo et helt andet talerør fordi de mennesker der elsker dig de kæmper endnu hårdere for dit brand end du selv behøver at gøre. Der har man forstået hvad denne her kanal kan. Nu er det så også et brand som man enten elsker eller hader, så der er en masse følelser forbundet med det. Men de var jo meget interessant, for de var jo meget nervøse, hvad ville det her gøre.

MS: Det kræver også noget kritisk masse, for det hjælper ikke man har 250 likers og tror at alt bare spiller. Det kræver en indsats og det kræver noget vedligeholdelse og det kræver nogle resurser både mandskabsmæssigt og økonomisk at drive det her. Som Camilla sagde, det er ikke noget man kan gøre kun hver fjerde dag, der skal altså side nogen hele tiden.

Tilstedeværelsen er vigtig.

MS: Lige præcis.

Det er jo også det der kan være svært for nogle virksomheder, at nu skal vi afsætte 4 mand til at sidde på det her åndssvage medie der hedder Facebook?

CM: Ja, lige præcis.

I var selv lidt inde på, at det man vil se er , at i en service afdeling vil de mest almindelige spørgsmål, dem vi kalder faq-questions, vil falde meget drastisk, fordi der i forummet er der nogen der vil svare på det.

CM: Ja, der er også nogle virksomheder der vælger at flytte alt det her ud. De har ingen kundeservice, de har ikke den funktion på deres website heller, det er deres Facebook side. Jeg tror det er RyanAir der har gjort det.

Det virker bare lidt som om, at dem fra den "gamle" skole godt kan lide at man har nogle internt der stadig sidder og gør det, som en form for back-up.

CM: Jo jo selvfølgelig, men tendensen går jo også på at slag foregår digitalt i større og større grad. Slevfølge er der nogle kategorier, f.eks. de finansielle produkter, hvor det er minimalt at dine transaktioner kan foregå digitalt, men det vil jo også komme, det er en modning der sker. Der er nogle brancher, f.eks. i rejse branchen er det jo meget nemt at booke flybilletter digitalt, og det har vi jo gjort i lang tid. Det er nok bare kommet hurtigere den vej, men det er en udvikling der vil ske, men at sige vi aldrig skal snakke i telefon med jer, det vi nok aldrig ske. Man sparer jo også ekstremt mange ressourcer ved at flytte tingene over på den digitale platform.

I forhold til målingen af kampagner og Facebook strategier, hvad er så det vigtigste måleinstrument, eller metric, er det de finansielle eller Non-finansielle?

MS: Begge dele. Jeg tror at vores kunder og vores kunders chefer kigger på tal, det er økonomi, men økonomi er jo også en funktion af loyalitet og engagement og så videre, så tingene hænger jo sammen et eller andet sted. Den der ligning i forhold til at man har synlig og kendskab hænger jo også sammen med de Social Medier. I takt med at vi bruger mere og mere tid der, så er man også nød til at have en dialog og et talerør den vej ind. Det er noget der bliver talt mere og mere om på direktionsgangene i takt med at man kan vise frem, at nu har man så og så mange og man gør det og det og det. Det er jo også en udviklingsfase, vi er relativt tidligt mange steder. Der er masser af virksomheder der ikke har en Digital/Social mediestrategi. Der er mange der har oprettet sider, medarbejderne gør det, så der er ikke noget der er rigtig og forkert endnu, men det der er det væsentlige er at tage stilling og gøre noget ved det, frem for at ignorere det, for det kan man ik.

CM: Vi prøver hele tiden, og har nogle få resultater på at teste imagemålinger kontinuerligt, og teste dem ind i en salgsmodel og se, hvad har det af effekt på vores salg, om vores image stiger eller falder. Det er klart, at jo mere vi kan bevise på bundlinjeniveau, jo nemmere er det for en marketingsdirektør at komme igennem med nogle ting. Det hele hænger jo forhåbentlig sammen.
MS: Man kan sige, hvis man har den størrelse man skal have i forhold til ens målgruppe på eksempelvis Facebook, så kan man måske spare nogle ressourcer på de Direct mail og Direkt Marketing aktiviteter man har. På den måde kommer der jo et økonomi perspektiv ind i det, og der kommer jo også noget loyalitetsmæssigt ind i det for der jo også den indadvendte del i

forhold til medarbejdere og ressourcemæssige elementer der, som jo også har en økonomisk afsmittende effekt. Man deler nogle forskellige ting, og har nogle andre sociale kontaktpunkter end de klassiske.

Vi har kigget på den nylige trend-analyse fra Gallup, og vi kan se at online har vundet ind, men at rigtigt mange penge går til TV, hvorfor tror I det er det dominerende billede?

MS: en kort sætning. Pengene følger effekten. Helt simpelt. Det handler også om hvor vi bruger vores tid henne, vi ser jo enormt meget TV, og selv om flow-tv har været oppe og vende, er det stadig et fåtal der benytter det.

CM: Den effekt vi kigger på, det er den isoleret effekt. Vi modellere os statistisk frem til, når vi går på TV, så virker TV på den her måde. Vi kigger jo også på, om seertal er relevante, men det er jo ikke det der siger til os, der er så mange der har set vores spot det her virker fordi vi solgte en masse, det kunne jo lige så godt være det ikke virkede. Det vi kan se, når vi isolerer effekterne er, at TV driver mest salg, på nogle kunder. Det her er jo individuelt på kundeniveau. Det med at vælge de rigtige medier til de opgave vi bliver stillet overfor, og så det der er mest omkostnings-effektivt når du ved hvad du skal.

MS: Pengene følger jo de kanaler som virker mest effektivt, givet at man har et måleapparat der er i stand til at dokumentere det. Det er ikke annoncører der har det, og det er fordelen ved at være et sted som her, hvor vi har mange erfaringer på tværs af brancher og aktører. Vi har rigtig god viden omkring hvad det er der burde og plejer at virke, men skal vi lave bevisførelsen, så skal man arbejde med økonomisk modellering for netop at blive dygtigere og eksakt, så man ikke bare antager at man solgte godt, men så var det fordi konkurrenten satte prisen ned eller lignende. Der er masser af ting som samkorrelerer og har noget med hinanden at gøre, men det er først i den situation hvor man kan adskille effekterne, at man er i stand til at sige om det var initiativet værd at gå på TV eller ej der havde betydning, og hvor meget betydning det så havde. Det er ikke kun et ja eller nej, det er er også et størrelsesmæssigt forhold. Når man så sætter det i relation til investeringen, så har man ROI beregningen i forhold til den medieinvestering man har købt.

Tror I, at I i fremtiden vil kunne komme til at henvende jer med en del af jeres strategi til en enkeltperson der har en kanal på YouTube, med 1.000.000 subscribers, og bruge ham som en markedføringskanal?

CM: Ja…., hvis vi kan tro på at de vil kunne løfte opgaven.

MS: Vi gør det jo lidt i dag kan man sige, så kan man diskutere størrelsesforholdet, i form af blogs og lignende, dem henvender vi os til i dag i forhold til Direct Marketing eller PR. Det er jo de her "10%" der påvirker de resterende 90%, det er dem vi også gerne vil have i tale. Det er ambassadørerne, det er dem der liker os på Facebook og andre steder hvor der er lidt mere kritiskmasse. I de instanser hvor vi kan få fat i dem der er "Die Hard" ambassadører for ens produkt, og påvirke dem til at påvirke deres omgangskreds, det er jo det der er det interessante. Det bliver selvfølgelig også en udvikling vi kommer til at se på et eller andet plan, men jeg tror ikke at tiden er ved at løbe fra TV-mediet o.lign., det vil stadig eksistere. Det kan være at formen, måden, stederne og platformene vi bruger det medie på vil skifte, men jeg tror der vil gå lang tid for TV forsvinder, som vi kender TV i dag.

CM: Jeg sidder jo med nordiske kunder, og Sverige er det land hvor man blogger mest i verden, så der er jo nogle af de her bloggere der har virkelig mange followers. Så kan vi få dem til at promovere vores produkter, så gør vi da det.

MS: Der er også noget målgruppemæssigt i det. Der vil stadig være nogle spæn som gør, at nye kanaler ikke vil have samme indtrædelsesgrad alle stæder, så tiden vil også være en beslutning her.

Appendix 5 - IBM Matrix

Media	Measurement	Definition	Norm Level	How
Direct Mail	Conversion Rate	How many reacts to call to action	2% depending on call to action and reward	Depends on the nature of call to action: Could be number of customers calling IBM, response cards or enrolments.
HTML	Open Rate	How many open the HTML	4% of those receiving	The VRM system supplies report
HTML	Click Rate	How many click on links or attachments	1% of those opening	The VRM system supplies report
Telemarketing	Conversion Rate	Number of respondents that agrees to participate in interview or to meet with IBM	5 %	Use of a script in excel format. Note the answers to the script queries. Analyze the responses and use the learnings when planning campaigns and tactics.
Web	Page View	Number of visits on a page	X % of the customers contacted	Webteam can order report
Web	Conversion Rate	How many reacts to call to action	5% depending on call to action and reward	Webteam can order report
Banners	Click Rate	How many clicks on the banner	0,2 %	Click rate reports are provided by Ogilvy
Events	Satisfaction Rate	How was overall event event evaluated by participants	Min 4	Survey. Scale from 1-5 (5 is best)
SEM	Click Rate	How many click on the add	1 %	Report from Neo
Social media	Members	How many members of group		Editor counts the number

Appendix 6 – Hoffmans & Fodor (2010) purposed metrics

MARKETING

RELEVANT METRICS FOR SOCIAL MEDIA APPLICATIONS ORGANIZED BY KEY SOCIAL MEDIA OBJECTIVES

This table organizes the various social metrics for social media by classifying them according to social media applications and social media performance objectives. While it is not exhaustive, it should give marketers a useful starting point for measuring the effectiveness of social media efforts because all of the metrics listed are easily measured.

SOCIAL MEDIA APPLICATION	BRAND AWARENESS	BRAND ENGAGEMENT	WORD OF MOUTH
Blogs	• number of unique visits • number of return visits • number of times bookmarked • search ranking	• number of members • number of RSS feed subscribers • number of comments • amount of user-generated content • average length of time on site • number of responses to polls, contests, surveys	• number of references to blog in other media (online/offline) • number of reblogs • number of times badge displayed on other sites • number of "likes"
Microblogging (e.g., Twitter)	• number of tweets about the brand • valence of tweets +/− • number of followers	• number of followers • number of @replies	• number of retweets
Cocreation (e.g., NIKEiD)	• number of visits	• number of creation attempts	• number of references to project in other media (online/offline)
Social Bookmarking (e.g., StumbleUpon)	• number of tags	• number of followers	• number of additional taggers
Forums and Discussion Boards (e.g., Google Groups)	• number of page views • number of visits • valence of posted content +/-	• number of relevant topics/threads • number of individual replies • number of sign-ups	• incoming links • citations in other sites • tagging in social bookmarking • offline references to the forum or its members • in private communities: number of pieces of content (photos, discussions, videos); chatter pointing to the community outside of its gates • number of "likes"
Product Reviews (e.g., Amazon)	• number of reviews posted • valence of reviews • number and valence of other users' responses to reviews (+/−) • number of wish list adds • number of times product included in users' lists (i.e., Listmania! on Amazon.com)	• length of reviews • relevance of reviews • valence of other users' ratings of reviews (i.e., how many found particular review helpful) • number of wish list adds • overall number of reviewer rating scores entered • average reviewer rating score	• number of reviews posted • valence of reviews • number and valence of other users' responses to reviews (+/−) • number of references to reviews in other sites • number of visits to review site page • number of times product included in users' lists (i.e., Listmania! on Amazon.com)
Social Networks (e.g., Bebo, Facebook, LinkedIn)	• number of members/fans • number of installs of applications • number of impressions • number of bookmarks • number of reviews/ratings and valence +/−	• number of comments • number of active users • number of "likes" on friends' feeds • number of user-generated items (photos, threads, replies) • usage metrics of applications/widgets • impressions-to-interactions ratio • rate of activity (how often members personalize profiles, bios, links, etc.)	• frequency of appearances in timeline of friends • number of posts on wall • number of reposts/shares • number of responses to friend referral invites
Video and Photosharing (e.g., Flickr, YouTube)	• number of views of video/photo • valence of video/photo ratings +/−	• number of replies • number of page views • number of comments • number of subscribers	• number of embeddings • number of incoming links • number of references in mock-ups or derived work • number of times republished in other social media and offline • number of "likes"

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Appendix 7 – Danske Bank metrics

E-mail correspondance between Mikkel Ib Nielsen and Thomas Heilskov
Date: 3rd of september 2010.

Hej Mikkel,
Vores målepunkter ift soc media aktiviteter, eg. FB:
▪Number of fans
▪Number of interactions with fans
▪Number of active Ambassadors
▪Demographic and of total number of fans
▪Number of visits to homepage from Facebook page
▪Number of low budget video content made.
▪Total YouTube Video Views
- Number of mentioning in online buzz
- Negative/positive associations in online buzz
- PR: Articles in traditional media refering to social media activities

MH
Thomas

Mange hilsner
Thomas

Thomas Heilskov
Danske Bank
Group Communication

Appendix 8 - Online survey (Survey Monkey)

www.surveymonkey.com

Brugernavn: Socialseeds
Password: madsogmikkel

S1 | Rediger spørgsmål ▼ | Flyt | Kopier | Slet

✱1. This is a CBS (Copenhagen Business School) survey.

The surveys purpose is to collect knowledge about how Social Media performance can be measured.

It will probably take 5-10 minutes of your time. We thank you in advance.

Best regards

M&M

Name:

Company:

City/Town:

Country:

---

1. This is a CBS (Copenhagen Business School) survey. The surveys purpose is to collect ⬇ Download knowledge about how Social Media performance can be measured. It will probably take 5-10 minutes of your time. We thank you in advance. Best regards M&M

		Svarprocent	Svarantal
Name: Vis svar		100,0%	30
Company: Vis svar		100,0%	30
City/Town: Vis svar		100,0%	30
Country: Vis svar		100,0%	30
		spørgsmål, der blev besvaret	30
		spørgsmål, der blev sprunget over	0

S2   Rediger spørgsmål   ▼   Tilføj spørgsmålslogik   Flyt   Kopier   Slet

✱2. Do you have a facebook, youtube, twitter, Linkedin or any other social media account?

- ◯ Yes?
- ◯ No?
- ◯ Why not?
- ◯ Andet (angiv venligst)

  [   ]

2. Do you have a facebook, youtube, twitter, Linkedin or any other social media account?		Svarprocent	Svarantal
Yes?		93,3%	28
No?		3,3%	1
Why not?		0,0%	0
Andet (angiv venligst) Vis svar		3,3%	1
	spørgsmål, der blev besvaret		30
	spørgsmål, der blev sprunget over		0

🍰 Opret diagram   ⬇ Download

S3   Rediger spørgsmål   ▼   Tilføj spørgsmålslogik   Flyt   Kopier   Slet

✱3. Do you use Social Media for business purposes?

- ◯ Yes?
- ◯ No?
- ◯ Why not?
- ◯ Andet (angiv venligst)

  [   ]

3. Do you use Social Media for business purposes?

		Svarprocent	Svarantal
Yes?		86,7%	26
No?		10,0%	3
Why not?		0,0%	0
Andet (angiv venligst) Vis svar		3,3%	1
	spørgsmål, der blev besvaret		30
	spørgsmål, der blev sprunget over		0

S4 Rediger spørgsmål ▼ | Tilføj spørgsmålslogik | Flyt | Kopier | Slet

✳ 4. Do you think it is possible to measure and track Social Media activities?

☐ Yes?

☐ No?

☐ Andet (angiv venligst)

4. Do you think it is possible to measure and track Social Media activities?

		Svarprocent	Svarantal
Yes?		96,7%	29
No?		3,3%	1
Andet (angiv venligst) Vis svar		3,3%	1
	spørgsmål, der blev besvaret		30
	spørgsmål, der blev sprunget over		0

1.	Som jeg har forstået spørgsmålet:
	Planlægningen i sig selv udmunder fra bl.a. en markedsanalyse og selvfølgelig målgruppeanalyse.
	Mediestrategi er i højsæde, hvor omkostninger, målgruppe, "message" mv har betydning for et videre resultat for valg af medie. Snakker vi web og Sociale Medier såsom Facebook, Twitter, Flickr mv. er Google Analytics klart en af de primære måleværktøjer til registrering af aktivitet fra evt. onlinekampagne til ekstern placering.
	Den deciderede tracking af en aktivitet måles via Google Analytics vha målkonverteringsværktøjet, for en optimering af gennemførte mål.
	Hvis en decideret måling af aktivitet på fx Facebook skal kunne måles, er Facebook Insight et valg. Her registreres al aktivitet for det pågældende objekt.
	Hvis det skal kunne måles, vil jeg tro udbyderen skal stille et målingsværktøj til rådighed med mindre API strukturen for det sociale medie kan give tilstrækkelig muligheder for ekstern udtrækning af data.
2.	Engagement level
3.	Goals in Analytics.
4.	demographics and special interests
5.	Potential exposure - i.e. how many people can you reach and can you reach the right target population
6.	Vi bruger Infomedia til at lave medieanalyser af omtale i print + webmedier. Sociale medier er sværere at måle detaljeret, da der sjældent findes gode læsertal for blogs mv. Ift. Facebook måler vi på antal fans + antal visninger af posts. Lidt senere vil vi også

	begynde at måle outcome (altså til forskel for output), hvor vi ser på antal leads, vi kan generere va FB.
7.	google right now
8.	Google Tools
9.	Social Media Monitoring tool SM2
10.	Google searches. Plain and simple.
11.	...
12.	?
13.	Trafic to my blog can be measured from mentions on Twitter
14.	no of fans and reponses
15.	Analytics
16.	.
17.	Overvågning af omtale af virksomheden på de sociale medier.
18.	CPA- cost pr action Interaction metrics
19.	Google Analytics
20.	Analytics, sementic, sentiment, target and objectives
21.	Not sure
22.	Not sure I understand - we of course messure facebook, online adverts and website/newsletters. At the moment we have adverts as our 1st priority - but facebook as 2nd.
23.	Visits
24.	???

6. How do you measure the media efforts of Social Media?

Opret diagram   Download

		Svarprocent	Svarantal
Click-rates		63,3%	19
Fans		56,7%	17
Comments		46,7%	14
Re-comment		26,7%	8
ROI		30,0%	9
Nothing		13,3%	4
		Andet (angiv venligst) Skjul svar	3

1.	Afhænger af formålet.	Tue, Feb 1, 2011 2:16 PM	Find...
2.	Analytics	Mon, Jan 31, 2011 1:57 AM	Find...
3.	SM2	Sat, Jan 29, 2011 1:06 AM	Find...

spørgsmål, der blev besvaret	30
spørgsmål, der blev sprunget over	0

S6   Rediger spørgsmål ▼   Tilføj spørgsmålslogik   Flyt   Kopier   Slet

✳ **6. How do you measure the media efforts of Social Media?**

☐ Click-rates

☐ Fans

☐ Comments

☐ Re-comment

☐ ROI

☐ Nothing

Andet (angiv venligst)

[   ]

6. How do you measure the media efforts of Social Media?

Opret diagram   Download

		Svarprocent	Svarantal
Click-rates		63,3%	19
Fans		56,7%	17
Comments		46,7%	14
Re-comment		26,7%	8
ROI		30,0%	9
Nothing		13,3%	4
	Andet (angiv venligst) Skjul svar		3

1.	Afhænger af formålet.	Tue, Feb 1, 2011 2:16 PM	Find...
2.	Analytics	Mon, Jan 31, 2011 1:57 AM	Find...
3.	SM2	Sat, Jan 29, 2011 1:06 AM	Find...

spørgsmål, der blev besvaret	30
spørgsmål, der blev sprunget over	0

S7 Rediger spørgsmål ▼ Flyt Kopier Slet

✻ 7. Do you believe that Social Media is the future of marketing or will TV continue to dominate?

	No	Don't know	Yes
1 - TV commercials has no impact on me	○	○	○
2 - TV will always be first priority	○	○	○

---

7. Do you believe that Social Media is the future of marketing or will TV continue to dominate?

Opret diagram   Download

	No	Don't know	Yes	Gennemsnit af rating	Svarantal
1 - TV commercials has no impact on me	42,9% (12)	28,6% (8)	28,6% (8)	1,86	28
2 - TV will always be first priority	64,3% (18)	25,0% (7)	10,7% (3)	1,46	28

spørgsmål, der blev besvaret	30
spørgsmål, der blev sprunget over	0

S8 | Rediger spørgsmål | ▼ | Flyt | Kopier | Slet

✻8. What challenges do firms have in relation to Social Media? (barriers, implementation problems etc.)

8. What challenges do firms have in relation to Social Media? (barriers, implementation problems etc.)   ⬇ Download

	Svarantal
Vis svar	30
spørgsmål, der blev besvaret	30
spørgsmål, der blev sprunget over	0

1.	Det er ikke altid et socialt medie er det rette værktøj til synliggørelse. Andre gange er andre medier mere effektive. Dette afhænger af den besked firmaet vil udbringe.
2.	Maintaning the consumer ethos, as more more individual are turning in to publishers of commercical messages
3.	Content
4.	Finding and attracting the audience.
5.	1. How do you control these with really controlling them. 2. Consumers/patients loyalty
6.	To integrate theme into sponsorships
7.	Manglende erfaring og vanskeligheder ved at opstille mål.
8.	Difficult to use and understand, find the business case. Different. Needs new ways of working and thinking.
9.	It is hard to calculate ROI from Social Media. We use a tool called Radian6, as a way of looking at the "buzz" effect for our clients. The tool essentially allows the user to track posting/comments on all social media sites, given key words that filter the "noise". However, it is complex and time consuming to check the results.
10.	Ved ikke
11.	Culture, lack of knowledge, lack of market research, lack of technical know-how
12.	Knowledge
13.	TimeManagement Measuring ROI
14.	Won`t take on full strenght i.e. the power of TV, untill the world of entertainment via media has made the transformation fully to online sources. (Read ; Untill everybody that watches TV will do so on their laptop or personal computer)
15.	Firms have to be consequent....
16.	?
17.	The consider it a broadcast medium, and not an opportunity for conversation. People are fed up with broadcast, but everyone likes conversation.

18.	securing call to action and if there isn´t critical mass in terms of fans, how to win them, not just buy them, but win them because they are loyal consumers
19.	IT Security. http://www.amino.dk/blogs/nielco_it/archive/2011/01/28/it-sikkerhed-blokerer-for-social-marketing.aspx
20.	.
21.	Facebook-sider uden nogen rigtig mening - kun antal personer der synes godt om som målsætning.
22.	-
23.	Understanding the potential Understanding how to go about it Sticking to the long term strategy instead of focusing on small tactic campaigns
24.	forskellen mellem privat og erhverv. sociale medier er for mig af mere privat karekter.
25.	Pure analog Marketing thinking instead of dialog and reputation thinking.
26.	Major challenge is to find a way that capture the interest of the target group. Since the speed of developement and changes in social medias are high, the company have to emphesize on the adaptation process.
27.	If we're too controlling no fans will participate - if we let the fans take over we can't control it. It's very timeconsuming - You'll have to take everyone serious. Facebook is not our product - we can't do everything we want.
28.	Rules for use
29.	Employees use too much time. Sorry, I know it is not an answer, however it is a problem seen from another angle
30.	Don't know

S9 Rediger spørgsmål ▼ Flyt Kopier Slet

9. Do you consider Social Media as a strategic tool, or as a media like TV.

Some say that Social Media is a great vehicle, but no strategy.

What do you think?

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9. Do you consider Social Media as a strategic tool, or as a media like TV. Some say that Social Media is a great vehicle, but no strategy. What do you think? ⬇ Download

	Svarantal
Vis svar	28
spørgsmål, der blev besvaret	28
spørgsmål, der blev sprunget over	2

1.	Sociale medier kan betragtes som en stand såsom (som i messestand). Er det rette publikum ikke i lokalet hvor standen er opsat, vil det ikke være muligt at videredelegere sit budskab. Der er groft sagt ingen som køber pølser hvis kunden er muslim. Ergo er sociale medier ikke et strategiværktøj, men en budbringer - som et tv.
2.	Social Media will always be a strategic tool, but the social mediaplaforms like Facebook will turn into a mass media.
3.	We're still in the early stages so SM is still regarded by most as a sales vehicle, but in time newer ways of analysing will develop, so that targeting markets/audiences will become easier, and sales strategies will becommom practise.
4.	Not a strategic tool, but part of the many tools used
5.	Yes, some firms
6.	Vi opfatter det som medier. Hvis folk bruger mere tid på at være på FB end på at læse avis kan vi ikke tillade os at ignorere det som PR-værktøj.
7.	Well some companies use SM with great success. For creating loyal users or cheap and quick services and updates.
8.	Social Media is the future. Just look at how a country like Egypt organized the demonstrations against Mubarak. For a country like that, where censuring of public news is not freely open for all, Social Media sites enables people to connect with each other and communicate.
9.	Ingen mening om dette
10.	I agree
11.	Yes
12.	People will soon learn to make the strategies too.
13.	At this point it`s still a spear with a loose tip. You can jab with it, but because of the short attention span of younger consumers, you will never know exactly where it hits.
14.	tool to reach out
15.	social media is more trustfully. Its the consumers own hype and branding.
16.	What is the question?
17.	it is part of a multi media strategy, for some target groups it is crucial to be there as well
18.	Social Media will punch through in DK in some major enterprises in the near future.
19.	.
20.	Sociale medier er et fantastisk værktøj til at kommunikere med ens målgruppe med.
21.	It is not a strategy - it may be a great way to leverage your strategy
22.	Ingen af delene, for sagt er det mere af privat karekter for mig
23.	Social media can be a strategy and needs strategic and holistic thinking by companies - everything else is naive.
24.	I think it will be more and more important to ajust to the ever changing world of communication. If you want to be noticed you got to follow the stream and make the best of it. And there is no question in my mind about that it should be a important part of a companys marketing strategi.
25.	Both - if you take the time to it and teaches it to know it's a great marketing tool - if not it just another media to pass time
26.	I think thats right
27.	Some say that Social Media is a great vehicle, but no strategy. I agree. The possibilities are unlimited,
28.	Agree

S10 | Rediger spørgsmål ▼ | Flyt | Kopier | Slet

10. What is the best Social Media campaign you have seen?

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10. What is the best Social Media campaign you have seen?	⬇ Download
	Svarantal
Vis svar	26
spørgsmål, der blev besvaret	26
spørgsmål, der blev sprunget over	4

1.	Den bedste kan jeg ikke svare på. Men der er mange som rammer godt. Fx er Facebook lavet så smart så man kan udpinde ned til mindste detalje, hvem en kampagne være synlig for. Bannerne omkring Dating vises fx kun for single personer og i det land datingsitet tilbyder sin service. Det må siges at være målrettet, og billeder af en velskabt person af modsatte køn øger også chancen for kundens interesse. Hvis jeg skál nævne en kampagne vil dating nok være svaret. Håber svarene er brugbare :)
2.	Oldspice
3.	Mick Øgendahl's Propaganda comedy tour 2010 ;-)
4.	?
5.	Tipex´ virale kampagne for slettelak var genial. Der var også nogle, hvor Perrier brugte Dita von Tiese, som var vildt fed.
6.	Foiled cupcakes, Swarowski FB.
7.	Do not know ;)
8.	Ved ikke
9.	T-Mobile Dance sequences in highly populated areas
10.	Obama
11.	Skype. Hands down. They create a platform, and sell to highest bidder moments before it becomes standard. (Msn,GmailChat,FacebookChat etc.) Genious!
12.	I don't know
13.	http://www.youtube.com/watch?v=dTAAsCNK7RA 10 dollar video
14.	Consistent engagement with it's audience over the years by 37 Signals, not a campaign, but a philosophy
15.	Burger King: get a free whopper, if you delete 10 friends - fb didn´t like it, but the effect was massive

16.	There are a few great ones and a lot of crappy ones. None stands out as the best by far.
17.	.
18.	Burger King - fb app, fjernelse af venner mod burgere.
19.	Marketingprofs conferences recruitment
20.	Præsident valget i USA fra Obama
21.	DewMocracy by Mountain Dew
22.	cant tell
23.	Don't recall... sorry
24.	N/A
25.	???
26.	Don't know