

Objectives, strategies and indicators for Social Media Marketing

L.F. Helmink

University of Twente, Enschede
(s1018647, l.f.helmink@student.utwente.nl)

First supervisor: Dr. E. Constantinides

Second supervisor: Dr. S.A. de Vries

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UNIVERSITEIT TWENTE.

Management summary

In this report a study is presented which contributes to the knowledge of social media marketing and attempts to give an insight for (social media) marketing managers for the use of appropriate objectives and strategies for social media marketing and how this can be measured by the use of key performance indicators.

Social media came up in the last few years and became a new marketing tool for brands. These days most of the famous brands use social media for their marketing purposes and therefore there is a growing interest and importance on the value of this form of marketing. The following research problem serves as the basis for this study:

What are appropriate objectives and strategies for social media marketing and which key indicators can be used to determine the ROI?

First, literature on social media as such is analyzed, followed by how the return on investment is measured in traditional forms of marketing. Then available literature on social media marketing is analyzed and resulted in three important social media marketing objectives. These objectives are based on literature for traditional marketing. For each objective a specific strategy is formulated according to existing literature or findings of experts.

To indicate whether a strategy was effective for achieving an objective, for each strategy revenue and cost key indicators have been identified. By the use of both revenue and cost indicators a form of return of investment should be able to be formed.

A Delphi study with qualified experts is used to reach consensus on the proposed objectives, strategies and key performance indicators. This research method was chosen because it makes use of the opinions of experts in the field which is very applicable to studies where only little research is available. The Delphi study consisted of two rounds in the form of online questionnaires. The first round made use of open questions and was used to gather information. The second round made use of closed questions in the form of propositions and rankings in which the experts judged the answers of the first round.

The results of the study show that all of the proposed objectives are applicable and useful for social media marketing. Even two new important objectives have emerged in response to the opinions and statements of the experts.

Strategies and revenue key performance indicators which were proposed, some seem to be useful and some are rejected by the experts. Also new and convincing strategies and revenue indicators mentioned by experts have reached consensus.

No consensus is reached on the different cost key performance indicators for each strategy, but research has emerged that there are four important social media marketing costs, which can be measured and are applicable for almost each strategy.

The final result is a model which gives a clear overview of five important social media objectives. Three objectives are further elaborated by defining the strategies and key performance indicators.

The results can be used as a guideline for marketers.

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1 Introduction

1.1 Background

With one billion active users on Facebook (Facebook, 2012), 140 million active users on Twitter (Twitter, 2012) and 60 hours of new videos every minute on YouTube (YouTube, 2012) social media is hot and popular.

Due to this enormous popularity and growth in the last years, it is for organizations interesting and almost required to participate in social media and getting engaged with their (potential) customers. Evidence indicates that companies that actively use the social media for marketing purposes outperform those that do not use them (McKinsey & Company, 2010). Social media is becoming a new marketing tool for marketing managers.

This leads to the growing interest of what value this new marketing tool generates for the organization. Organizations are moreover interested in the return on investment (ROI) of marketing activities. The determination of this return is important to analyze the investments and making future plans.

Social media is about online interactions and is therefore fundamentally different from traditional marketing, because in social media marketing the consumer is the medium and marketers listen to the consumers. In the last years a lot of research on social media has been conducted, but still a lot of questions regarding the return on investment remain. Brands are looking for effective ways to carry out their social media marketing strategy. Therefore for marketers there is a need for a better insight in the effectiveness of their social media marketing strategy. This research intends to illustrate, by using Key Performance Indicators (KPI's), how the ROI for different social media marketing objectives can be determined and how social media marketing can create value for brands. This will result in a overview of objectives, strategies and appropriate social media marketing measures which indicate whether a social media marketing objective was effective or not.

The scientific relevance of this study is to contribute to the understanding of social media marketing objectives, strategies and measuring social media marketing ROI.

The practical relevance of this study is that it can support marketing managers to define strategies and measure more easily the ROI of their social media marketing activities.

1.2 Research objective and question

The intention of this research is to find objectives, strategies and which indicators (KPI's) can be used by marketers to measure the ROI of their social media marketing objectives.

The first objective of this research is to get a clear view of how the ROI in traditional marketing is measured and which objectives, strategies and indicators can be identified for social media marketing.

Second objective is to reveal under experts whether the different identified objectives, strategies and indicators of the first objective (or which other) are usable and important for determining the ROI of social media marketing.

The expected outcome of this research is an overview of appropriate objectives and strategies for social media marketing and which key indicators (KPI's) can determine the revenues and costs (ROI). Several objectives, strategies and indicators will be identified in this research based on existing literature. Research should address whether these objectives, strategies and indicators are practical useful according to experts and should reveal new insights for other objectives, strategies and indicators.

The results can support and be used by marketers to define and measure the effectiveness of their social media marketing strategy.

Research problem:

What are appropriate objectives and strategies for social media marketing and which key indicators can be used to determine the ROI?

To answer the research problem, the following research questions can be formulated:

- *What is social media?*

As this research is about social media marketing, first it is important to know what social media exactly is.

- *What is ROI and how is ROI measured in traditional marketing?*

In this research I try to find indicators for measuring revenues and costs (ROI) of social media marketing, which is relatively new. This research question should address how the measurement of traditional marketing activities is done, and could possibly serve as a basis for measures for social media marketing.

- *What is social media marketing?*

Social media marketing is a new and different form of marketing and therefore it is important to define this new form of marketing.

- What are the social media marketing objectives and strategies and which (revenue and cost) indicators can be identified to determine the ROI of these strategies?

This research question should identify several social media marketing objectives and strategies based on literature with related revenue and cost key performance indicators. These objectives and indicators will be used in the experts questionnaire.

1.3 Methodology

This research is predominantly of an exploratory nature as it aims to explain what appropriate objectives, strategies and which indicators can be used to determine the ROI of social media marketing objectives.

To gain a deeper insight of the objectives, strategies and indicators that influence social media marketing ROI a research design of a qualitative nature is opted. The qualitative research method investigates the 'why' and 'how', not just 'what', 'where' and 'when' (Denzin & Lincoln, 2005). Qualitative research also provides examples and explanations. This is also stated by Bluff (1997) qualitative research aims to understand how it works, it is not to gather numbers, it is to gather information.

The main method to acquire qualitative information for this research is a Delphi study. The Delphi method is a combination of qualitative and quantitative processes that draws mainly upon the opinions of identified experts to develop theories and projections for the future. The goal of this method is to reach a consensus among the group by the end of a multiple-round questionnaire process. The uniqueness of Delphi lies in its reliability, given the variableness of human opinion, and in its ability to be administered remotely and without direct participant interaction (Bourgeois et al.).

The focus group for this research are brands which actively use social media for their marketing purposes and social media agencies which manage and carry out the social media marketing activities for their customers. For selecting the brands the "Social Media Monitor 5" (Social Embassy, 2012) is consulted, because this report analyzes the deployment of social media of the top 100 advertisers on basis of the gross media expenditures (Nielsen Research) in Holland.

For the Delphi study around 10 to 18 experts (Okoli & Pawlowski, 2004) of different brands and social media agencies will be selected.

The goal of the Delphi study for this research is to reach consensus among marketing experts on which social media marketing objectives and strategies are most important and on basis of which indicators the revenues and costs of these objectives can be measured.

The expected result of this research is an overview of objectives, strategies and indicators (KPI's) that determine the revenues and costs for important social media marketing objectives, and therewith find an elaborated answer on the research problem.

The Delphi method and research design for this study will be further elaborated in chapter 3.

2 Literature review

2.1 Introduction

This chapter summarizes, criticizes and combines literature associated with the research problem and serves as a basis for the research to the return of investment of social media. Several academic databases and the library of University of Twente are consulted to select the different articles and documents.

The literature review builds on existing knowledge and is conducted systematically; the focus of this literature review is to identify methods used in measuring the return of investment of (social media) marketing. The literature review first explains the concept social media, followed by describing ROI and traditional marketing, and finally continues with social media marketing and identifies objectives, strategies and indicators (KPI's) for social media marketing.

2.2 Social media

Although social media is a relatively new topic, there are a lot of different definitions for social media (often also defined as Web 2.0). The fundamental definitions are, for social, *"pertaining to the life, welfare, and relations of human beings in a community"* and, for media, *"the means of communication, as radio, television, newspapers, and magazines, with wide reach and influence"* (TheFreeDictionary, 2012).

In this research the definition for social media is adapted from Kietzmann et al. (2011), in their study social media is defined as mobile and web-based technologies to create highly interactive platforms via which individuals and communities share, co-create, discuss, and modify user-generated content.

Nowadays there is an extreme rise of these interactive platforms and its users. Some famous examples are Facebook, YouTube and Twitter. Facebook had at the end of 2012th first quarter 901 million active users (compared to 650 million one year before), and an average of 3.2 billion Likes and Comments per day (Facebook, 2012). At YouTube, every minute 60 hours of video get uploaded (compared to 24 hours two years before), and every day 4 billion videos are viewed (Youtube, 2012).

Looking to the users of social media, in the Netherlands, according to Centraal Bureau voor de Statistiek (2011), 91% of Dutch people between 16 and 25 years old are active social media users. The use of social media is reduced when people grow older; 54% of people between 25 and 55 years old and, only 30% of people between 55 and 75 years old are active social media users. Nevertheless, it is likely that this has to do with the fact that social media is relatively new, and more difficult for the older people to understand (with a lot of uncertainty for this group).

Furthermore, the research of Centraal Bureau voor de Statistiek (2011) shows that more men than women are active on social networks and there is no noticeable difference between higher, secondary and lower educated people.

Social media is an umbrella-term for different online applications. According Hoffman & Fodor (2010) there are eight different applications of social media:

- Blogs (e.g., Mashable.com)
- Microblogging (e.g., Twitter)
- Cocreation (e.g., MyMuesli, NIKEiD)
- Social Bookmarking (e.g., StumbleUpon)
- Forums and Discussion Boards (e.g., Google Groups)
- Product Reviews (e.g., Amazon, Trustpilot)
- Social Networks (e.g., Bebo, Facebook, LinkedIn)
- Video and Photosharing (e.g., Flickr, YouTube)

As the use of social media increases exponentially, not only existing social networkers, like individuals, but even business firms and governmental organizations are joining and using them as communication tools. Through social media it is possible to perform integrated marketing activities with much less effort and cost than before (Kim & Ko, 2011), and due to the large extend of users it has potential to reach a large group of customers.

Social media is becoming more and more a new marketing tool for marketers, in which consumers can take a contributory role. This is also what Berthon et al. (2007) say; consumers are no longer the passive element, as in traditional marketing, in marketing and product development. Today they are taking an increasingly active role in co-creating everything from product design to promotional messages.

Social media presents businesses with new challenges but also new opportunities for getting and staying in touch with their markets (Constantinides & Fountain, 2008).

According to Favier (2012) social media can be compared with bars. Why do people happily pay four times as much for beer in a bar than in a store? People pay this brand premium to be with friends. The secret of bars is that they convert peoples' quality time into cash. Like bars, social media are places where friends meet. The time with friends and relatives is worth a lot to us. Pew Research (2012) confirms this fact: an extra hour per week with friends makes consumers just as happy as an extra hour's worth of salary.

Social media serve as online bars where staff speaks to visitors, strangers introduce themselves and friends converse with each other (Favier, 2012).

2.3 ROI and traditional marketing

In this paragraph the definition of Return on Investment (ROI) and how ROI is measured in traditional marketing will be addressed.

The term 'Return on Investment (ROI)' is usually used to refer to measures of how effectively capital is being used to generate profit (Purser, 2004). In other words: what do we get in return (benefits) for the money we invested (costs). In theory formulas are often used to determine the ROI, but in practice metrics or indicators are more common. Some examples are given below.

Formula examples (Philips, 1997)

- ROI = Benefits - Costs
- ROI = (Benefits - Costs) / Costs

Indicator examples (Ambler, 2003)

- The volume of this year sales compared to last year sales or budgeted sales
- Growth in market share over the last year compared to the competition

A standard ROI formula or indicator which is applicable in all circumstances, does not exist; there can be no simplistic one-size-fits all answer (Ambler, 2003).

This research focuses on objectives and strategies on how the ROI of social media marketing can be measured, therefore it is first important to know how ROI is measured in traditional marketing.

Traditional marketing in this research is seen as marketing activities that are executed with traditional marketing tools, like the 4 P's model of McCarthy (1960). In traditional marketing consumers are the passive element as described in Marketing 1.0 and 2.0 (Kotler et al., 2010).

Marketing capabilities dominate firms' business performance. It focuses on creation of customer demand and how to offer customers a unique value proposition (Nath et al., 2010). According to Porter (1985) all functional areas of business contribute towards delivery of goods and services but marketing and operations are the two key functional areas that add and create value to customers.

A long-standing caricature of marketing practitioners is that they love to spend money and hate to assess the results of that spending (Adler, 1967). Marketing expenditures must be seen as an investment. Just like any other program, whether the company needs to invest in machinery, personnel or automation, each has a certain level of return, and expenditures in marketing should not be considered any differently (Powell, 2002).

Marketing has a high influence on the organizational capital; twenty to twenty-five percent of the expenditures of many firms relate to marketing (Stewart, 2009). Therefore, it is important for marketers to know what they get in return for their investments (ROI measurement), because the lack of precise measures of financial and non-financial losses and gains makes marketing investments riskier (Powell, 2002).

Return on investment in marketing is called return on marketing and is defined as the revenue or margin generated by a marketing program divided by the cost of that program at a given risk level (Powell, 2002).

According to Stewart (2009) return on marketing can occur in three different types: short-term, long-term and real options.

Short-term (incremental effects)

The marketing discipline has been most successful at identifying, measuring and, modeling short-term effects. These effects can take a variety of forms, for example: incremental sales, leads generated, awareness, brand preference and choice, web visits and call center contacts. Marketing has been relatively successful in linking many of these types of short-term, intermediate marketing measures to economic performance (Stewart, 2009).

Long-term (persistent effects)

These effects occur in the present but fundamentally alter the market over the long term, or at least for some period into the future. For example: brand equity. One outcome of creating a strong brand is the creation of a persistent sense of value that creates a willingness among customers to pay a price premium for the product into the future. This effect takes place now, but has effects that persist into the future (Stewart, 2009).

Long-term impact is more difficult to measure, although noble efforts to do so are in the literature (Barwise, 1995; Marketing Science Institute, 2003). One of the problems in analyzing long-term effects is that in order to assess the long-term impact of marketing actions, marketers must know the starting point or baseline (which could be market share, sales volume, brand equity, brand preference, or customer loyalty and retention), and then what increase may have occurred as a result of marketing actions relative to that baseline (Stewart, 2009).

Real options (future opportunities)

According to Stewart (2009) this type of return on marketing investment may be the most important but the least understood and least well-identified within the marketing discipline. Arguable much of what marketing does is create opportunities for the firm. A brand creates opportunities for brand extensions and for price premiums in the future. A web site creates opportunities for communicating with consumers in the future and creates opportunities for distribution and sales through the web site. These types of future opportunities created through marketing activities are referred to in finance as real options (Stewart, 2009).

Now as three types of return on marketing have been identified, it is important to know how return on marketing is measured.

Marketing returns

Marketing performance measurement has been practiced and studied for decades (Clark, 1999). This author analyzed the literature on marketing performance measurement and summarized the different measures for marketing performance in the following table.

Type	Measures
Single financial output measures	Profit, Sales revenue, Cash flow
Non-financial measures	Market share, Quality of services, Adaptability, Customer satisfaction, Customer loyalty, Brand equity
Input measures	Marketing assets, Marketing audit, Marketing implementation, Market orientation
Multiple measures	Efficiency, Effectiveness, Multivariate analysis

Table 1: Marketing performance measures (Clark, 1999)

Marketing performance measurement has traditionally focused on top line financial metrics such as sales and sales growth (Clark, 1999). More recently, financial attention has shifted to the bottom line expressed as net cash flow, profits or shareholder value (Lehmann and Reibstein, 2006). Kotler & Keller (2006) mention that the focus of interest gradually shifted from traditional aggregate performance measures to performance indicators at the individual customer level. For example brand equity is not only seen as an economic value but at customer level it is defined as customer awareness and quality perception of a brand or product.

In table 1 (Clark, 1999) certain measures for marketing performance are given, but still raises the question how this is being measured in terms of financial or non-financial results (e.g. how is brand equity measured?).

Ambler (2003) points out that there can be no simplistic one-size-fits-all answer for how return on marketing can be measured. Multiple measures are needed for the purpose of guiding decisions (Ambler, 2003) about marketing investment. The author explains a numerous examples of the current practice.

Measure: Brand equity	
Consumer metric	Indicator (KPI)
Familiarity	Familiarity relative to other brands in the consideration set
Penetration	Number of customers or the number of active customers as a percent of the intended market
What they think about the brand	Brand preference as a percent of preference of other brands within the consideration set or intention to buy or brand knowledge
What they feel	Customer satisfaction as a percent average for the consideration set about the brand
Loyalty	Repeat buying, retention, commitment or engagement
Availability	Weighted percentage of retail outlets carrying the brand

Table 2: Examples of brand equity measurement from practice (Ambler, 2003)

In table 2 (Ambler, 2003) the author gives examples of Key Performance Indicators (KPI's) how a benchmark of return on marketing, like brand equity, can be measured. For each benchmark, as identified in table 1 (Clark, 1999), such indicators can be identified.

Marketing costs

The costs of marketing is a more difficult topic. Research has shown that some firms could not state their total marketing costs nor did they know the costs of individual sales (Gummesson, 1981).

According to this author marketing costs can be determined by total of the time spent by professionals, the expenses of advertising, public relations, sales promotions (e.g. cost of media), and finally by the cost of specific sales situations (e.g. travel costs) of a specific marketing program.

It is clear that there is no standard answer for determining different types of return on marketing (short-term, long-term and real options), but it can be addressed through benchmark setting and using KPIs to identify them.

2.4 Social media marketing

The social media revolution has altered the communication landscape and has significantly impacted marketing communication (Hutter et al., 2012). The growing importance of applications like Facebook, Youtube and others in consumers' lives has a growing influence on communication habits. In respect to marketing communication, this means that brand related interactions and exposure to marketing campaigns increasingly take place within social media (Hutter et al., 2012). The emerging communication setup has thereby transformed consumers from being passive participants in marketing to being active creators and influencers (Kozinets et al., 2008; Merz et al., 2009) and has shifted some power over brands directly to the consumer (Constantinides & Fountain, 2008).

Nowadays, social media platforms exhibit an important role in consumer decision making (Hutter et al., 2012). People rely more than ever on their social networks when making purchase decisions (Hinz et al., 2011).

Social media marketing is a relatively new form of marketing. Weinberg & Pehlivan (2011) observed differences in the key process between traditional marketing and social media marketing:

	Traditional	Social
Media	Television, radio, print, billboard etc.	Social networks, blogs, microblogs, communities etc.
Spend	Cash, cost	Social currency, trustworthiness, authenticity, transparency, investment
Delivery	Direct from marketer, unedited	From source, delivered by volition of, and in words selected by, source
Objectives	Awareness, knowledge, recall, purchase etc.	Conversation, sharing, collaboration, engagement, evangelism etc.

Table 3: Media process elements (Weinberg & Pehlivan, 2011)

In the world of social media communication about brands happens, with or without permission of the firms in question (Kietzmann et al., 2011). It is now up to firms to decide if they want to get serious about social media and participate in this communication, or continue to ignore it. Both have a tremendous impact (Kietzmann et al., 2011). Evidence indicates that companies that actively use the social media for marketing purposes outperform those that do not use them (McKinsey & Company, 2010).

Social media marketing is often seen as an aggregate to traditional marketing. According to Constantinides et al. (2008) organizations should in order to apply social media strategies consistently address all lower levels of the model shown in figure 2.



Figure 1: The (E-)Marketing Strategy (Constantinides et al., 2008)

In other words, an organization cannot have social media ambitions with lousy products and customer service, a marketing department in a permanent state of winter sleep and a dysfunctional website that was last updated in the previous century (Constantinides et al., 2008).

As social media is getting more integrated in organizations' marketing communications, there arise questions regarding the return on investment of this new form of marketing. At the moment there is a lot of interest in the return on investment of social media. A quick Google search for "ROI social media" done by Hoffman & Fodor (2010) returned over 2.5 million results. Organizations' management want convincing evidence of potential ROI before allocating money to marketing efforts (Hoffman & Fodor, 2010).

Social media marketing ROI in literature

The ROI within social media has long been a bone of contention, and seems likely to become ever more so, with the equally lightning spread of both social media use and savage budget cuts (Fisher, 2009). According to Alston (2009) the discussion of ROI has focused mostly on the search for the Holy Grail of a metrics, but adapting traditional metrics to fit social media would be akin to sticking a square peg in a round hole.

Measuring for example the impact of online advertising used to be relatively easy: unique visitors, page views, cost per click - safe, measurable, defined metrics (Fisher, 2009). But those engaged in social media must now attempt a way of measuring not just the online advertising within social media, but the framework surrounding that advertising (Fisher, 2009).

Owyang (2007) did a research on this and provided a guide on how to measure a social media program. The author mentions: "if you haven't got a goal, then you can't measure against it". Before you start, work out what your social media program is trying to do. Increase sales? Listen to customer feedback? Drive awareness? Then build in measurement

of this before you launch (Owyang, 2007). The author provides attributes to measure: activity (analytics of blog or site), tone (sentiment), velocity (spread over time, URLs, trackbacks), participation (comments, trackbacks), many qualitative attributes (comments, what did they say, what did they mean).

Bensen (2008) continued on the attributes of Owyang (2007) and provides a guide for marketers, which are able to measure:

1. listen, understand the conversation, then participate;
2. measure the number of conversations;
3. monitor the percentage increase of conversations over time;
4. measure the reduced buying cycle and reduce support costs by encouraging self-support;
5. increased sales due to increased customer satisfaction in product due to involving them in product development cycle;
6. increased efficiency in developing products due to customer feedback at various stages;
7. minimize brand damage by responding quickly to customer's concerns online.

In this research I try to find out what appropriate objectives and strategies are for social media marketing and which indicators (KPI's) can be used to determine the ROI of social media marketing objectives. Three elements are important, because for marketers it is important to define what social media marketing objectives they have (social media goals, according Owyang, 2007), how they are going to reach these objectives (strategies) and how they measure the results (revenue and cost KPI's). The following three elements can be recognized which serve as a basis for this research:

1. Social media marketing objectives and strategies

The objectives of social media marketing and a plan for the use of social media to reach these objectives will be determined.

The second and third element are about the extent to which social media strategies contribute to achieving objectives of the marketer:

2. Revenue indicators (KPI's)

Measurable indicators for the extent to which social media strategies contributes to the revenues for the marketer.

3. Cost indicators (KPI's)

Measurable indicators for the extent to which social media strategies contributes to the costs for the marketer.

2.4.1 Social media marketing objectives and strategies

To determine potential social media marketing objectives, first the objectives of traditional marketing from the scientific literature will be discussed and explored. According to Kotler (1988) marketers try to form, empower and change the response of consumers for building a long term relationship with the consumer. Consumers who feel they are linked or engaged with a brand will more often buy products of this brand.

In traditional marketing a lot of marketers used the 4 P's to define their marketing strategies and to formulate how to achieve the marketing objectives (Shapiro, 1985). This marketing mix exists from decades ago and has four variables: product, price, place and promotion (McCarthy, 1960). Marketers tried with these variables to create a perfect marketing mix to seduce consumers to recurring purchasing of their products and services.

This traditional marketing mix is always approximated from the point of view of the marketer or brand. According to Morgan (1988) this is the largest limitation of the traditional marketing mix. This author states that it is unlikely to build up a relationship with someone if you do not move yourself into that person. Lauterborn (1990) confirmed this and transformed the 4 P's into 4 C's: customer solution, cost to the customer, convenience and communication. With this transformation the author tried to change the marketers approach from "inside-out" (approach from the point of view of the marketer or brand) to "outside-in" (approach from the point of view of the customer).

In the table below the traditional marketing mix (4 P's) and the approach of Lauterborn (1990) are explained:

4 P's	Inside-out approach	4 C's	Outside-In approach
<i>Product</i>	The product and the corresponding service a company delivers.	<i>Customer solution</i>	What does the consumer need to satisfy their wishes?
<i>Price</i>	The price a consumer should be to become owner of the product.	<i>Cost to the customer</i>	The amount of money the consumer is willing to pay to become owner of the product.
<i>Place</i>	Activities of brands which ensures that the product reaches the consumer.	<i>Convenience</i>	How can the consumer easily find and reach the product?
<i>Promotion</i>	Activities of brands which lead to the purchase of the consumer.	<i>Communication</i>	Two-way communication between brand and consumer about the product.

Table 4: 4 P's and 4 C's (Lauterborn, 1990)

The approach of Lauterborn (1990) is about listening to consumer and searches for the balance between demand and supply; the brand should produce what the consumer needs,

the price should be according to the amount the consumer is willing to pay for the product, the product should be easily accessible for the consumer and the communication should be two-way and informative for the consumer.

On social media there is an online interaction about brands and products, so social media is a unique platform for marketers to listen to their customers; what is said about their products by customers and the discussion between customers (Benson, 2008). By doing this marketers can match their marketing activities with the needs of the consumers.

As mentioned before marketers try to influence the response of consumers (Kotler, 1988). Different objectives can be identified for social media marketing:

1. Brand awareness;
2. Brand reputation;
3. Brand ambassadors.

Brand awareness

Brand awareness is essential for the communication process to occur as it precedes all other steps in the process; without brand awareness, people are not aware of a brand and no other communication effects can occur (Rossiter & Percy, 1987).

According to Keller (2008) brand awareness is related to the strength of the resulting brand node or trace in memory, as reflected by consumers' ability to identify the brand under different conditions.

When a brand is often visible, for example in advertisements and interactions, the consumer perceives this brand as popular and familiar. Repetition of advertising is important and is used to keep the brand in the consumer's consideration set - the set of brands to which a consumer gives serious attention when making a purchase decision (Macdonald & Sharp, 1996). Brand awareness has been argued to have important effects on consumer decision making by influencing which brands enter the consideration set, and it also influences which brands are selected from the consideration set (Macdonald & Sharp, 1996).

Social media represents one way to expose consumers to the brand and thereby create brand awareness (Hutter et al., 2012).

Brand reputation

To be successful and hence profitable, brands should have positive reputation (Herbig & Milewicz, 1995). The development of brand reputation means more than keeping consumers satisfied, it is something a company earns over time and refers to how various audiences evaluate the brand. Companies and brands with a good reputation are likely to attract more customers and a brand will lose its positive reputation - and eventually develop a negative reputation - if it repeatedly fails to fulfill its stated intentions or marketing signals (Milewicz & Herbig, 1994). As Fombrun & Rindova (2000) state brand reputation is the aggregate perception of outsiders on the salient characteristics of brands.

Brands can use social media for their reputation management (Adelson-Yan, 2012). They can monitor what is said about (the performance of) their brand, product or competitors. Brands can learn from this and use the input to continuously optimizing the strategy. Besides, also complaints can be traced and the brands can react on this. Social media made two-way communication between brand and consumer easier and brands should benefit from this, by actively interacting with consumers they can control their (online) reputation and may strengthen the customer relationship.

This objective can be linked to customer satisfaction (Selnes, 1993), because the more positive interactions about a brand, the more likely a higher customer satisfaction. A consumer would not react positive if he/she was not satisfied. A high customer satisfaction often contributes to reputation.

Brand ambassadors

On social media marketers can stimulate consumers to share their enthusiasm for a brand or product with others. Happy customers who get their issues resolved tell an average of four to six people about their positive experiences (Chung, 2011). It pays to treat brand's customers well, not only for the repeat business, but also to gain the positive word-of-mouth consumers now broadcast across social media. Satisfied customers can become a brand's most influential brand ambassadors. They will help to answer customer service questions posted online and also tout their own positive experiences with a brand's business (Chung, 2011).

Customers can share their positive experiences with one another and spread the good word about a brand's products and services. If there are a lot of positive messages regarding a brand, it could stimulate other consumers to buy this brand or product. This is also known as the Bandwagon Effect (Townsend, 2003).

Brands can achieve the mentioned objectives by using different social media strategies that encourages online interactions like: providing exclusive offers, sharing news and information, product/service announcements or promoting activities and interacting with consumers.

Now as three objectives of social media marketing are determined, it is important to continue with how these objectives can be achieved (strategies) and to define Key Performance Indicators (KPI's) which should indicate whether a strategies was effective for achieving a social media objective.

2.4.2 Strategies & revenue and cost indicators (KPI's)

As mentioned before, return on investment exists of two elements; what do we get in return (revenues) for the money we invested (costs).

In this paragraph for each social media marketing objective a strategy is described with which the objective can be achieved. Then for each strategy two revenue and two cost indicators (KPI's) are defined. These KPI's should indicate whether a certain strategy was effective for achieving a social media objective.

Brand awareness

Social media marketing strategy

A strategy that can be used for achieving brand awareness are for example "giveaways" as described by Introcaso (2011). Giveaways are a great way to create buzz around a brand or product. To create a successful giveaway, the rules must be kept simple, else consumers will not participate. If a brand gives a product away on Facebook or Twitter, the brand should make sure the guidelines suggest that their followers leave a comment or tweet in response to the brand's giveaway. This engages the consumer and also gives them an incentive to spread the word on the contest to their friends that may be interested in what the brand is offering (Introcaso, 2011).

Once consumers have responded brands can randomly choose a winner and mention this on the social media platform. By showing consumers that they will be acknowledged for their participation as well as the chance to win a prize of monetary value, brands can expect to see them getting involved in future giveaways (Introcaso, 2011). This strategy will contribute to the awareness under consumers and may result in a higher number of consumers which have the brand in their consideration set.

Revenue KPI's

1. number of positive comments from consumers on the giveaway offer related to the giveaway.
2. increase in the number of members/fans on social media for a brand.

Cost KPI's

1. total cost of the giveaways;
2. number of winners of a giveaway that do not report/share their win on social media.

Brand reputation

Social media marketing strategy

A strategy that can be used for achieving/increasing brand reputation is "interacting with customers (listen, respond, engage)" (Riveong, 2008). If brands do not respond on what is being said about their brand on social media (ignorance) this will lead to a bad customer experience, unsolved issues and ultimately to a bad reputation and lost revenues (Riveong, 2008). Brands should monitor what is being said about their brand on social media by using monitoring tools (e.g. Trackur, Twelvelfold, Coosto) and can on this way respond to questions, issues or complaints and build a relationship with the customer. If brands actively engage in the community and manage the brand on social media this will increase the brand reputation (Riveong, 2008).

Revenue KPI's

1. increase in the volume of positive interactions on social media about a brand or product;
2. number of times a brand engages/interacts in comments, issues and/or complaints on social media.

Cost KPI's

1. increase in the volume of negative interactions (e.g. complaints) on social media about a brand or product;
2. number of ignored comments, issues and/or complaints on social media.

Brand ambassadors

Social media marketing strategy

A strategy that can be used for finding and building brand ambassadors is "providing exclusive offers". Brands need to find people who already love and support their brand and would be delighted to forward the brand's message (Falkow, 2012). To find those people brands can use social media monitoring tools as mentioned before to locate everyone who speaks positively about the brand. These people should be ranked according to how often they mention the brand and how positive their mentions are (Falkow, 2012). Once the brand found those people, they should offer them exclusivity and give them access to content no one else has. People enjoy feeling special. They want to be a part of an organization that they like even if they are not directly involved (Rucker, 2011).

Revenue KPI's

1. number of reposts/shares on social media of a brand's message/offer;
2. increase in the number of people which is given exclusivity.

Cost KPI's

1. number of times a brand's message/offer is not forwarded on social media by a person that is given exclusivity;
2. total cost of the exclusive offers.

Of course, more KPI's for each strategy can be mentioned, but for this research I focus on two revenue KPI's and two cost KPI's for each strategy. A questionnaire under marketers should reveal whether these KPI's (or which other KPI's) are usable and important for determining the ROI of the social media marketing objectives and the extent to which the mentioned social media strategies contribute to this.

2.5 Conclusion and research model

This chapter started with a literature overview of social media, ROI and traditional marketing. Then I continued with describing social media marketing and finally came to certain social media marketing objectives, strategies and KPI's. In this paragraph I discuss the most important findings of the literature review.

Marketing approach

Marketing is more and more approached from the customer point-of-view (outside-in approach), instead of from the point-of-view of the brand/product.

Social media marketing objectives

Three social media marketing objectives have been identified; brand awareness, brand reputation and brand ambassadors. These objectives are based on theories about the consideration set (Macdonald & Sharp, 1996), reputation management (Milewicz & Herbig, 1994) and bandwagon effect (Townsend, 2003).

Social media marketing strategies

The social media marketing objectives can be achieved by certain strategies that encourages online interactions; providing exclusive offers, sharing news and information, product/service announcements or promoting activities and interacting with consumers. For each social media marketing objective a strategy is defined.

Key Performance Indicators (KPI's)

For each social media marketing objective two revenue and two cost KPI's are identified, which should determine for the marketer the extent to which a social media marketing strategy has contributed to achieving the objective.

Revenues can be measured for example on basis of the number of members/fans, the volume and sentiment of interactions, and the topics of interactions.

Cost can be measured for example on basis of the number of complaints and the costs of offers.

Research model

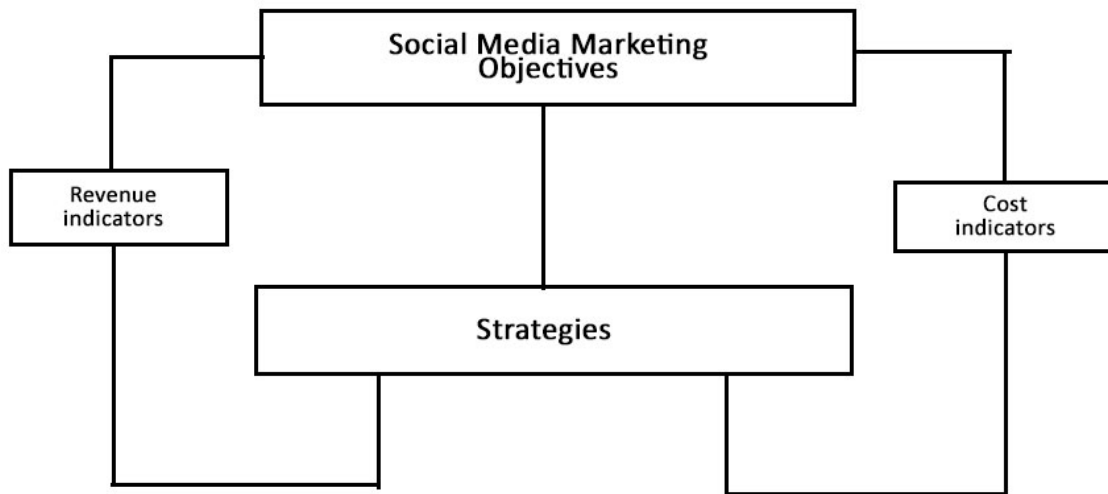


Figure 2: Research model

A brand has a certain social media marketing objective (e.g. brand awareness). To achieve this objective a brand uses a certain strategy and finally the brand uses Key Performance Indicators (KPI's) to determine whether the used strategy was effective for achieving the objective (ROI).

The outcomes of this research are an overview of appropriate objectives, strategies and indicators (KPI's) that can determine the revenues and costs (ROI) for important social media marketing objectives. Several objectives and indicators are identified in this literature review. Research, in form of a questionnaire, should address whether these objectives, strategies and indicators are practical useful according experts and should reveal new insights for other objectives, strategies and indicators.

The results can support marketers by defining and measuring the effectiveness of their social media marketing strategy.

3 Methodology and Design

3.1 Introduction

This chapter describes and explains the qualitative method that is used to find evidence for the social media marketing objectives, strategies and KPI's mentioned in chapter 2. First a short introduction to qualitative research and why this method is chosen will be given. Then I continue with describing the methodology and kind of study.

3.2 Research design

This research is predominantly of an exploratory nature. An exploratory study is a valuable means of finding out 'what is happening; to seek new insights; to ask questions and to assess phenomena in a new light' (Robson, 2002).

This research aims to understand what appropriate objectives, strategies and benchmarks / key indicators are for determining the ROI of social media marketing objectives. Therefore, this research adopts a qualitative design.

According to Lowhorn (2007) it depends on the desired outcome of a research, whether social scientists choose between quantitative or qualitative designs. The main difference between qualitative and quantitative research is that qualitative research methods permit the evaluator to study selected cases, or events in-depth and in detail (Patton, 1990). The main advantage of quantitative research is that it measures the reactions of a great number of people to a limited set of questions, which facilitates comparison and statistical aggregation of the data. In contrast, qualitative data provide depth and detail through direct quotation and careful description of program situations, events, people, interactions and observed behavior (Patton, 2001). Bluff (1997) describes qualitative research to understand how it works, qualitative research is not to gather numbers, it is to gather information. Qualitative research is not guided by hypotheses, but by questions, issues and a search for patterns. It is a subjective way to look at life as it is lived and an attempt to explain the studied behavior (Walsh, 2003). Qualitative research is considered to be subjective, because it relies on interpretations and is admittedly value-bound, but according to Strauss & Corbin (1990) qualitative methods are appropriate in situations where one needs firstly to identify the variables that might later be tested quantitatively, or where the researcher has determined that quantitative measures cannot adequately describe or interpret a situation.

Ewings (2007) points out that there are three main methods for collecting data in qualitative research. These three main methods are focus groups, direct observations and in-depth interviews. Focus groups are a method when the researcher brings together a small number of subjects to discuss the topic of interest (Rutman, 1996).

The second method is direct observation. In this type of study the researcher aims to become immersed in or become part of the population being studied, so that they can

develop a detailed understanding of the values and beliefs held by members of the population (Johnson and Webb, 1995). The third method is in-depth interviews. This is a research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular problem or subject (Boyce & Neale, 2006).

In this research the focus groups approach is used, especially the Delphi method. The goal of this method is to discuss a certain topic, of which not a lot is known at the moment, and to reach consensus among a group of experts.

The Delphi method will be further elaborated in the paragraph below.

3.3 Methodology

A description of the Delphi study is presented in paragraph 3.3.1. In paragraph 3.3.2 the goal and approach are elaborated, in paragraph 3.3.3 the respondents selection is described, in paragraph 3.3.4 the analysis of the results is described and in paragraph 3.3.5 the limitations for this research are elaborated.

3.3.1 A Delphi study

To get answer to the question what appropriate objectives, strategies and benchmarks / key indicators are for determining the ROI of social media marketing objectives, a Delphi method is used to further investigate strategies and key indicators that were found in the literature and to identify new strategies and indicators.

The Delphi method is a highly structured form of group interview (Baarda et al., 2009), which was originally developed as an interactive forecasting tool. The objective was to develop a technique to obtain the most reliable consensus of a group of experts. Today, it has proven to be a popular tool for identifying and prioritizing issues for managerial decision-making (Okoli & Pawlowski, 2004). The Delphi technique is used mainly where there is complexity and little past research (Story et al., 2001).

A group of experts is asked to react to a demarcated topic (Baarda et al., 2009), in fact it is a type of group interview or discussion. A Delphi study is usually conducted in two or three rounds. In the first round a number of experts, usually between 10 and 18 (Okoli & Pawlowski, 2004), is questioned regarding a subject on which there is no consensus. In the second round feedback is given on the results of the first round. In the third round the experts judge the same issues again, now influenced by the opinions of other experts.

The main characteristics of the Delphi method are (Woudenberg, 1991):

- Anonymity: experts are approached by mail or computer;
- Iteration: there are several rounds;

- Feedback: after each round the results are clustered and each participant receive a summary.

Next to the experts, the Delphi method knows the role of the facilitator (Linstone & Turoff, 1975). The facilitator is the person which maintains contact with the experts and coordinates the Delphi study; preparing, sending, collecting and analyzing the questionnaires independently. The facilitator in this study is me, the researcher.

3.3.2 Goal and approach

The main goal of this Delphi study is to reach consensus on social media marketing objectives and strategies that are defined in chapter 2 (e.g. Introcaso, 2011; Riveong, 2008; Falkow, 2012) and on the indicators (KPI's) which can determine whether a strategy was effective in achieving a social media marketing objective. The intend of this Delphi study is to find an elaborated answer to the research problem.

The social media marketing strategies mentioned in chapter 2 for brand awareness, brand reputation and brand ambassadors are strategies that are applied by (social media) marketing experts but there is no scientific evidence or literature available which proves that these strategies actually have added value.

There are several ways to conduct a Delphi study. For example the policy Delphi (Loo, 2000), the consensus Delphi (Hsu & Sanford, 2007) and a Delphi based on nonparametric statistical techniques (Schmidt, 1997). For this research a two-step, online written consensus Delphi method is chosen, because the goal of this research is to reach consensus on what appropriate objectives, strategies and benchmarks / key indicators are for determining the ROI of social media marketing objectives.

This two-step Delphi method is also chosen according to the requirements of the tool of being practical as well as time and resource efficient (Okoli & Pawlowski, 2004). The questionnaires of both rounds are set up with an online tool called Thesistools, which makes it more efficient. First, the respondents are invited to participate by e-mail. If the respondent agrees to participate a second e-mail will be send which contains a link to the online questionnaire. The benefit of the online questionnaire for the respondents is that they can fill in and answer the questions when and wherever they want, and also they have time to think about the different topics. Furthermore, written survey methods often lead to a deeper reflection (Baarda et al., 2009).

In two different rounds consensus is sought on social media marketing objectives, strategies and their indicators (KPI's). In the first round the respondents receive open questions regarding social media marketing objectives and strategies (which are defined in Chapter 2) and how these strategies can be measured (KPI's). This may lead to the addition of new ideas

or opinions (Linstone & Turoff, 1975). The first round is often unstructured or semi-structured to allow free expression of ideas by the panel of experts (Rowe et al., 1991).

The resulting opinions of the first round are sorted by the researcher and distilled into statements that then form the basis of the second round questionnaire (Roberts-Davis & Read, 2001).

In the second round respondents are invited to rank their agreement or disagreement in a structured way, often by using a Likert (1932) scale. The intend of this second round is to identify the importance and order of the proposed social media marketing strategies and indicators.

Finally, this should lead to an overview of strategies and indicators which are applicable for the certain social media marketing objectives.

The data collection of this Delphi study is based on nine steps of Fowles (1978):

1. The respondents are selected and briefed;
2. The facilitator creates and distributes the first round questionnaire;
3. The respondents have the opportunity to fill in and return the first questionnaire;
4. The facilitator compares, analyzes and categorizes the responses and creates the second questionnaire;
5. The respondents are briefed on the results of the previous round and receive the second questionnaire. They have the opportunity to fill it in and return to the facilitator;
6. The facilitator compares the results and categorizes the responses;
7. The facilitator reviews suggestions and looks for potential consensus;
8. Use of the findings of the research;
9. Finally, the respondents are briefed about the results of the Delphi study and the potential consensus by means of a summary.

3.3.3 Respondents

The Delphi method requires a panel of subject-matter experts (Loo, 2002), because it is seen as a group approach to forecasting and decision making. According Okoli & Pawlowski (2004) a Delphi study does not depend on statistical samples that attempt to be representative of any population, but it is a group decision mechanism requiring qualified experts who have deep understanding of the issues. Therefore the selection of qualified experts is a critical requirement Okoli & Pawlowski (2004). For example, for this research a group of experts is needed who have expertise in the field of social media marketing, like social media managers of brands and community managers of social media consultancy companies.

Three selection criteria for selecting experts are used. First, an expert has achieved professional certification in a marketing related topic area; presented professional papers on the topic at state, regional, and/or national professional meetings; published papers on the topic are in regional or national resources; or initiated research on the topic area (Davis, 1992). Second, experts should have expertise with the study concepts, theory, or problem which governs the topic content of the study (Davis, 1992). The last and third step was to ask every expert to nominate other (social media) marketing experts (Okoli & Pawlowski, 2004).

3.3.4 Analysis

Literature demonstrated that the most commonly used method of analyzing data from a Delphi survey, is the Likert scale (Roberts-Davis & Read, 2001). On this basis the Likert scale is chosen for the second round of the Delphi study.

The first round consists of 4 open questions with sub-questions, which make it a total of 11 open questions. The respondents are asked to give their opinion about the social media marketing objectives and strategies as proposed in Chapter 2 and to propose other/new objectives, strategies and indicators to achieve certain objectives. Because of the limited number of respondents (around 10), the proposed new strategies will be included in the second round.

In the second round these new objectives, strategies and indicators, will be presented as propositions in the form of a five point Likert scale. First, the respondents are asked to what degree a strategy or indicator is applicable to a certain social media marketing objective. Second, the respondents are asked to rank the different strategies and indicators and place them in a specific order, to get clear which of the (proposed) strategies and indicators are most useful and applicable by achieving a certain social media marketing objective.

Then the issue becomes "At what level of agreement/disagreement is consensus reached?". According Hsu & Sanford (2007) the favored method to analyze the results of the Likert scale is using the median score.

Levels of agreement using Likert scales acceptable to earlier researchers are quoted by McKenna (1994) as 51% and by Williams & Webb (1994) as 55%. According Roberts-Davis & Read (2001) when responses to "5 and 4" or to "1 and 2" on the Likert scale totalled 80% or more, consensus was deemed to be achieved on that item.

For this research the following criteria for sufficient consensus (after the second round) are used:

- Consensus is achieved by having 80 percent of subjects' votes fall within the last two categories on a Likert scale (Ulschak 1983; Roberts-Davis & Read, 2001).

- The median on a Likert scale has to be 3.25 or higher (Green, 1982).
- The response in both round should be at least 80 percent with a maximum of 10 respondents (Baarda et al., 2009).

3.3.5 Limitations

Validity and reliability are important issues when conducting the Delphi method (Okoli and Pawlowski, 2004). According to Baarda et al. (2009) coincidences may occur in the situation or material, the respondent, the instrument or the researcher. There is enough opportunity for biases to occur.

The most critical requirement is the selection of (qualified) experts (Okoli & Pawlowski, 2004) and therefore the selection method is used as described in paragraph 3.3.3.

4 Analysis and results

4.1 Introduction

In this chapter the results of the Delphi study are presented. The Delphi study took about three weeks to complete. In the first round it took two weeks before enough respondents had participated. This was probably because the first round consisted of open questions, which took more time to complete for the respondent. The second round was completed by the respondents in just some days. This round consisted of closed questions (propositions) and was thereby easier and faster to complete for the respondent.

The questionnaires are carried out and completed by the use of the online tool Thesistools. The results of both rounds are presented below.

4.2 First round Delphi study

The first round of the Delphi study consisted of four open questions with subquestions and was sent out to 12 experts in the field of (social media) marketing. In total 10 (response rate: 83%) of them have completed the questionnaire, which fulfills the criteria of Okoli and Pawlowski (2004), as they say a Delphi study should have between 10 and 18 participants.

The respondents met the selection criteria as elaborated in chapter 3:

- The experts have a broad expertise in the field of (social media) marketing;
- The experts work in a (social media) marketing position;
- Some experts are suggested to participate by other experts.

The average age of the respondents was 32 years and six men (60%) and four women (40%) participated.

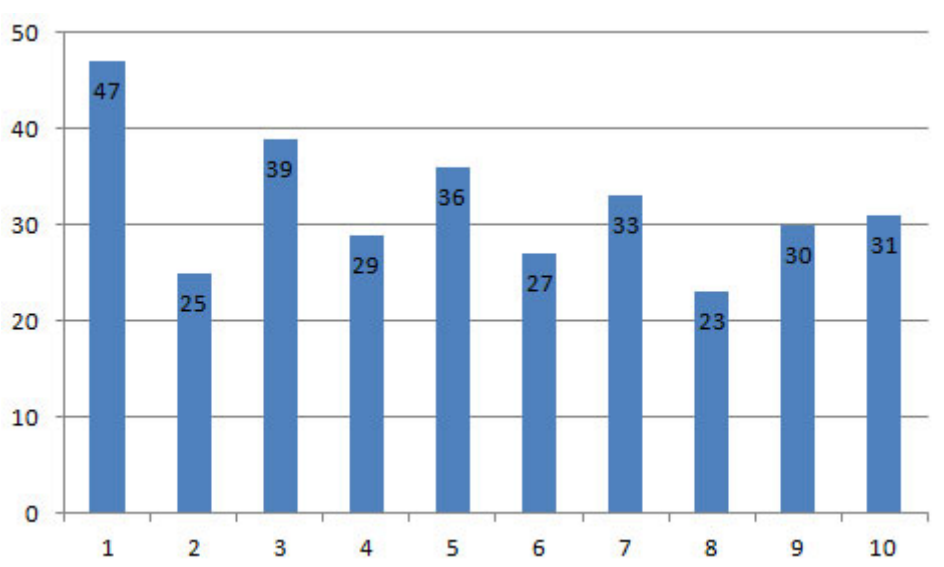


Figure 3: Average age in the first round

Most respondents work for social media marketing agencies which develop social media marketing strategies and manage the online communities of their clients (most of their clients are famous brands). Also a social media manager of a brand and an independent marketing expert participated in the first round.

In this first round respondents are asked about the social media marketing objectives, strategies and indicators as proposed in chapter 2, by the use of open questions. The goal of these open questions is to get opinions and views of experts about the objectives, strategies and indicators and to provide new ideas. The answers of the experts serve as a basis for the questions in the second round. The questionnaire of the first round can be found in appendix B and the answers can be found in appendix C.

Social media marketing objectives

In the first round respondents are asked regarding social media marketing objectives, as proposed in chapter 2, whether they recognize the objectives brand awareness, brand reputation and brand ambassadors. All of the participants recognized them and agree these are important objectives. Secondly, the respondents are asked to mention other important objectives. New objectives which are mentioned by at least two respondents will be used in the second round.

Objectives proposed in the first round
Direct sales
Improving customer service
Recruitment
Brand commitment / engagement

Table 5: New objectives for social media marketing proposed by the respondents in the first round

Strategies for brand awareness

The strategy for brand awareness as discussed in chapter 2 "Giveaways" is asked to the respondents in which degree this strategy contributes to the objective brand awareness. Respondents could answer: strategy does not contribute to objective (1), strategy does contribute in some way to objective (2), strategy does contribute to objective (3).

Two of the respondents (20%) answered 1 strategy does not contribute to objective. Eight of the respondents (80%) answered 2 strategy does contribute in some way to objective. None answered 3 strategy does contribute to objective.

This result shows that "Giveaways" is not an very effective strategy to achieve brand awareness, nevertheless 80% say that it is useable. As main reason for this is given that it is effective in some way, because it increases in a short time the number of people reached, but it does not build a long term relationship.

Other strategies for brand awareness mentioned by the most of the respondents:

Strategies for brand awareness
Advertising (ads)
Content marketing

Table 6: Other strategies for brand awareness proposed by the respondents in the first round

In particular content marketing is mentioned by most of the respondents. Offering relevant information to the consumers should lead to long term relationships.

Strategies for brand reputation

The strategy for brand reputation as discussed in chapter 2 "Interacting with customers (listen, respond, engage)" is asked to the respondents in which degree this strategy contributes to the objective brand reputation.

Respondents could answer: strategy does not contribute to objective (1), strategy does contribute in some way to objective (2), strategy does contribute to objective (3).

All of the respondents (100%) answered 3 strategy does contribute to objective. This shows that this strategy is very effective to help brands to improve their (online) reputation.

As stated by one of the respondents "Reputation is created by the public opinion, by listening brands know what happens and can respond to that". For this strategy sentiment analyses, by using monitoring tools, are very important. Monitoring is a method to see and listen what is happening about a brand and therefore an important part for the objective brand reputation.

Other strategies for brand reputation mentioned by the respondents:

Strategies for brand reputation
Monitoring
Using fan input (e.g. co-creation)
Improving customer service (webcare)

Table 7: Other strategies for brand reputation proposed by the respondents in the first round

Strategies for brand ambassadors

The strategy for brand reputation as discussed in chapter 2 "providing exclusive offers" is asked to the respondents in which degree this strategy contributes to the objective brand reputation.

Respondents could answer: strategy does not contribute to objective (1), strategy does contribute in some way to objective (2), strategy does contribute to objective (3).

Four of the respondents (40%) answered 1 strategy does not contribute to objective and six of the respondents (60%) answered 2 strategy does contribute in some way to objective.

This result shows that this is not the best strategy for recognizing or achieving brand

ambassadors, but most of the respondents agree that it is a part of a strategy for brand ambassadors. It could contribute, but it depends on the degree how it is used.

Other and more important strategies for brand ambassadors mentioned by the respondents:

Strategies for brand ambassadors
Involvement of fans in product development (e.g. co-creation)
Offline friend event

Table 8: Other strategies for brand ambassadors proposed by the respondents in the first round

All mentioned strategies by the respondents, which are stated above, will be included as propositions in the second round. On this way all the respondents can judge them and the result will be which strategy is actual effective for which objective.

Revenue and cost indicators (KPI's)

For each social media strategy two revenue KPI's and two cost KPI's were formulated in chapter 2. In the first round of the Delphi study these were not included but the respondents were asked to formulate KPI's for each strategy themselves. The results show that

The most important mentioned KPI's by the respondents are shown in the table below:

Strategies used for objective	Revenue KPI's
Brand awareness	<ul style="list-style-type: none"> - increase in the number of fans for a brand/product - volume of interactions about a brand/product - NetPromoterScore
Brand reputation	<ul style="list-style-type: none"> - increase in the number of positive interactions about a brand/product - number of times a brand actively interacts with consumers - number of resolved complaints about a brand/product
Brand ambassadors	<ul style="list-style-type: none"> - number of reposts/shares - number of consumers that have access to an brands' exclusive offer - number of spontaneous positive reactions about a brand/product

Table 9: Revenue indicators for the different objectives to determine whether a strategy was effective proposed by the respondents in the first round

Besides revenue indicators, the respondents were asked to formulate cost indicators for every objective. The results show that this seemed more difficult than mentioning revenue indicators. Some respondents for example only mentioned revenue indicators. Overall, the cost indicators that are mentioned fit for all the objectives and are not for one specific objective.

Cost KPI's
Cost of community management
Cost of advertising
Cost of application development
Cost of monitoring and webcare tools

Table 10: Cost indicators for the different objectives proposed by the respondents in the first round

Based on the above results the second round for the Delphi was developed and can be found in appendix D.

4.3 Second round Delphi study

All the respondents who participated in the first round were invited to participate in the second round. Also the other respondents who could not participate in the first round were invited to participate. In total 12 respondents were invited and 11 of them returned the questionnaire. One of the participants did only complete the questionnaire half, so this participation is deleted. Ten of the participations are useful (83%). Even as in the first round, six men (60%) and four women (40%) participated.

The respondents of the second round met the selection criteria as elaborated in chapter 3:

- The experts have a broad expertise in the field of (social media) marketing;
- The experts work in a (social media) marketing position;
- Some experts are suggested to participate by other experts.

The second round consisted of closed questions in the form of propositions. The questionnaire started with propositions regarding social media marketing objectives, followed by propositions regarding the different social media marketing strategies and finally propositions regarding the revenue and cost indicators (KPI's). Five point Likert scales were used for answering the propositions. The respondents could answer 1 Completely disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Completely agree.

In addition to the propositions the respondents were asked to rank the objectives, strategies

and indicators and place them in an specific order, to get clear which are the most effective and best to use.

According to Hsu & Sanford (2007) the favored method to analyze the results of the Likert scale is using the median score.

As stated in chapter 3, the following criteria for sufficient consensus are used:

- Percentage criteria: Consensus is achieved by having 80 percent of subjects' votes fall within the last two categories on a Likert scale (Ulschak 1983; Roberts-Davis & Read, 2001).
- Median criteria: The median on a Likert scale has to be 3.25 or higher (Green, 1982).
- The response in both round should be at least 80 percent with a maximum of 10 respondents (Baarda et al., 2009).

The last criterion regarding the response rate is anyway fulfilled for both the first and second round, because in both rounds 10 respondents participated.

Social media marketing objectives

Four propositions regarding the new social media marketing objectives which were proposed by the respondents in the first round, were provided to the respondents. The results can be found in the figure below. The medians are given for each objective and the given percentage indicates which percentage of the respondent answered within the last two categories (4 and 5) on the Likert scale.

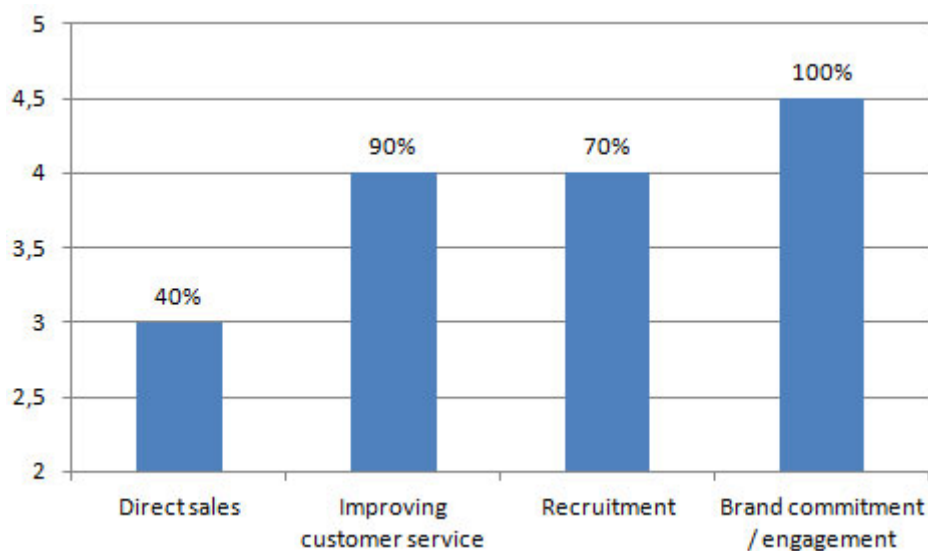


Figure 4: Likert scales median scores and percentage of respondents which answered 4 or 5

As can be seen in the figure above there is clearly no consensus achieved on the direct sales objective. For the other objectives sufficient consensus is achieved. Improving customer

service and brand commitment / engagement meet both the media and percentage criteria, but recruitment only meets the criteria of with a median of 4.

Secondly the respondents were asked to rank the different objectives in the degree of importance (7 for the most important objective and 1 for the least important). The results below show the mean for every objective.

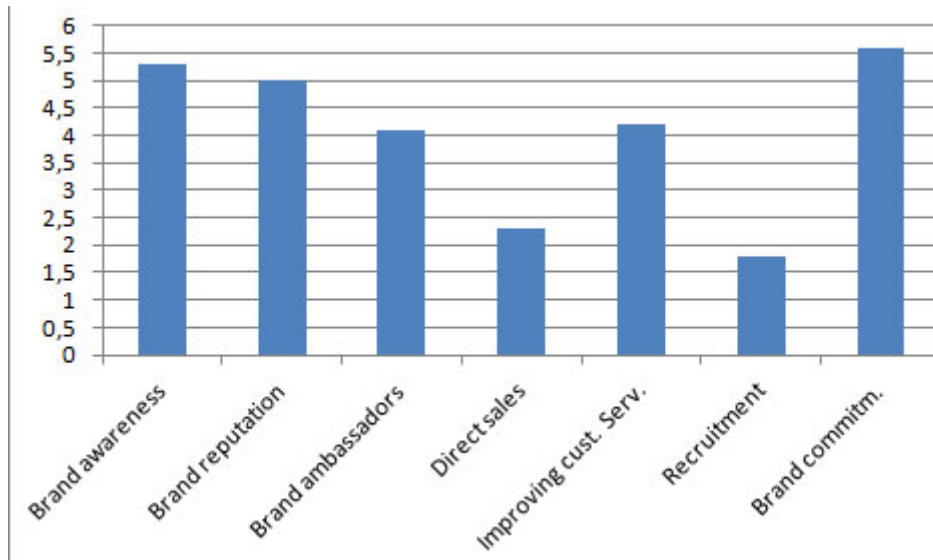


Figure 5: Mean ranking results for the social media marketing objectives

Brand commitment is ranked most important, followed by brand awareness, brand reputation and improving customer service. Brand commitment and for example improving customers follow the trend from the Likert results. Notable is that for example recruitment which passed the median criteria for consensus in the Likert results seemed not to be one of the most important social media marketing objectives, as it is ranked low.

Strategies for brand awareness

In the first round two other strategies for brand awareness are found; advertising (ads) and content marketing. Three propositions were included in the second round regarding these strategies and the strategy as proposed in chapter 2; giveaways.

The median scores of these propositions can be found in the figure below.

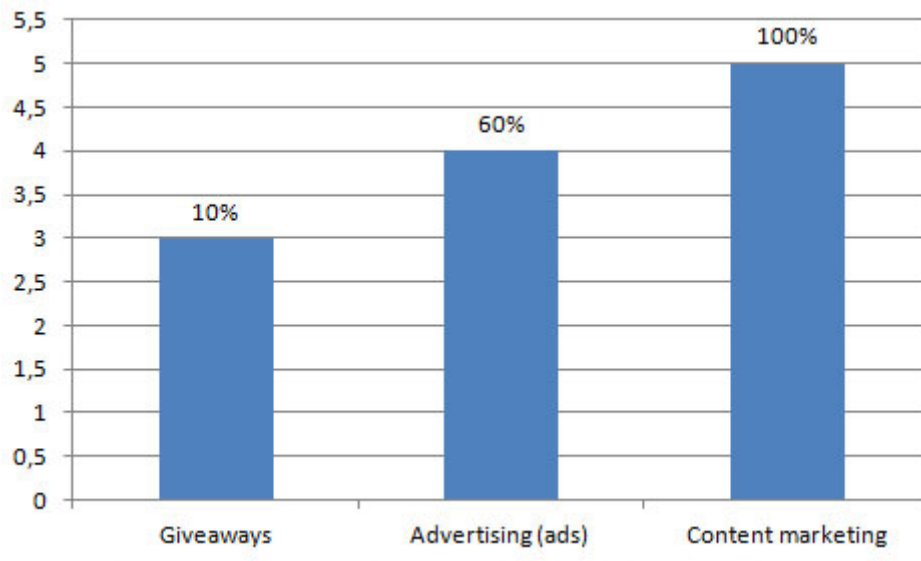


Figure 6: Likert scales median scores and percentage of respondents which answered 4 or 5

The figure shows that consensus is achieved on both advertising and content marketing. Although, advertising only meets the median criteria. Content marketing meets both criteria. No consensus is achieved on giveaways.

The respondents were then asked to rank the different strategies for brand awareness in the degree of importance (3 for the most important strategy and 1 for the least important). The results below show the mean for every strategy.

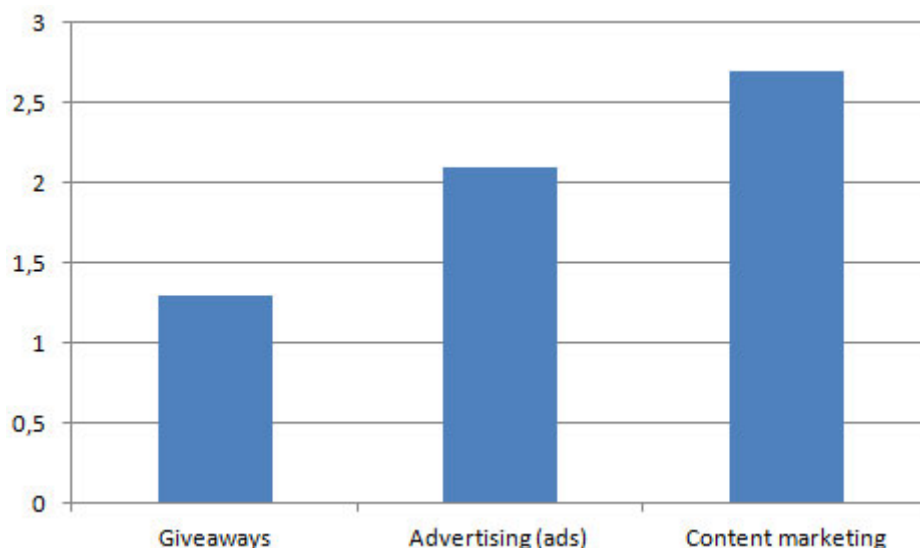


Figure 7: Mean ranking results for the strategies for brand awareness

As expected, based on the Likert results, content marketing is ranked most important, followed by advertising and finally giveaways. This follows the trend from the Likert results.

Strategies for brand reputation

In the first round three other strategies for brand reputation are found; monitoring, using fan input (e.g. co-creation) and improving customer service (webcare). Four propositions were included in the second round regarding these strategies and the strategy as proposed in chapter 2; interaction with consumers (listen, respond, engage).

The median scores of these propositions can be found in the figure below.

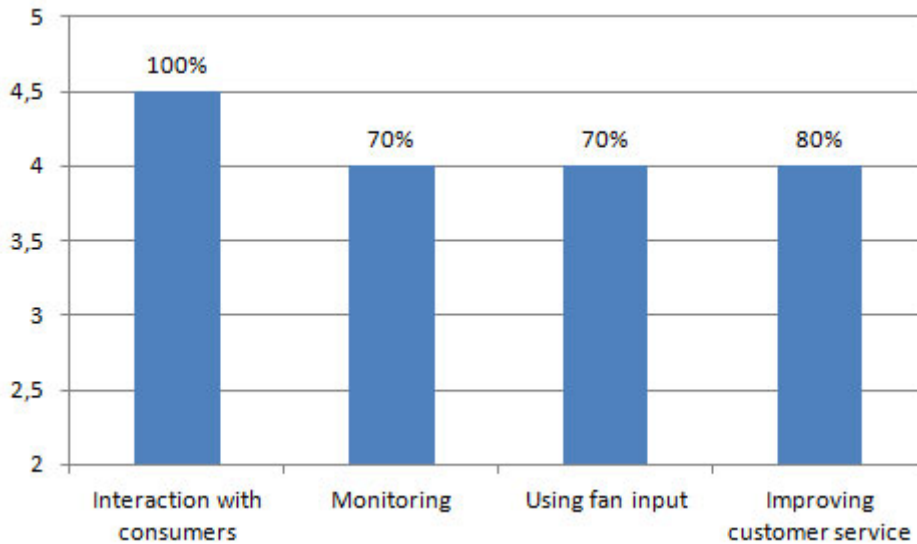


Figure 8: Likert scales median scores and percentage of respondents which answered 4 or 5

Consensus is achieved on both criteria for interaction with consumers and improving customer service. Monitoring and using fan input only meet the median criteria.

The respondents were asked to rank the different strategies for brand reputation in the degree of importance (4 for the most important strategy and 1 for the least important). The results below show the mean for every strategy.

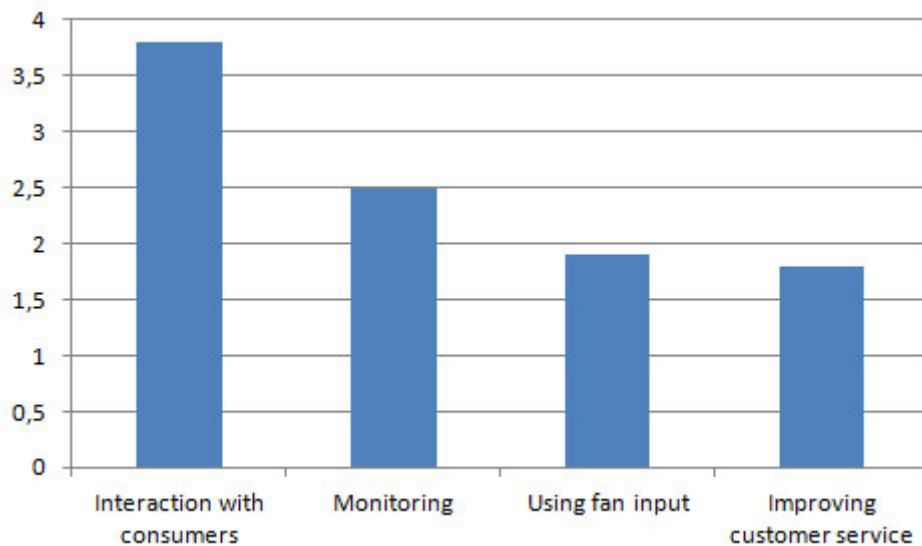


Figure 9: Mean ranking results for the strategies for brand reputation

The results follow more or less the trend in the Likert results. Interaction with consumers is clearly ranked as most important by the respondents. The three other strategies follow closely.

Strategies for brand ambassadors

In the first round two other strategies for brand ambassadors are found; involvement of fans in product development (e.g. co-creation) and offline friend event. Three propositions were included in the second round regarding these strategies and the strategy as proposed in chapter 2; providing exclusive offers.

The median scores of these propositions can be found in the figure below.

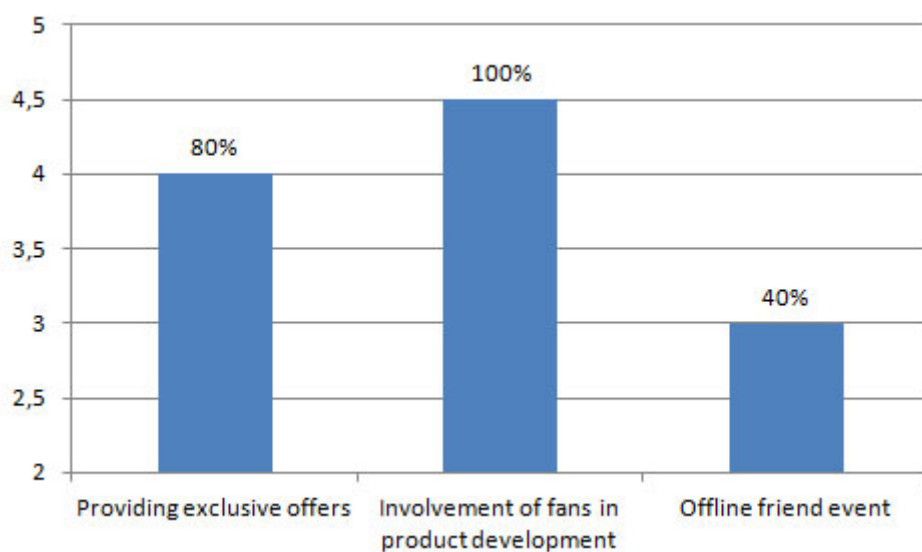


Figure 10: Likert scales median scores and percentage of respondents which answered 4 or 5

Both providing exclusive offers and involvement of fans in product development meet both criteria for the median and the percentage and therefore achieved consensus. Offline friend event did not meet the criteria.

The respondents were asked to rank the different strategies for brand ambassadors in the degree of importance (3 for the most important strategy and 1 for the least important). The results below show the mean for every strategy.

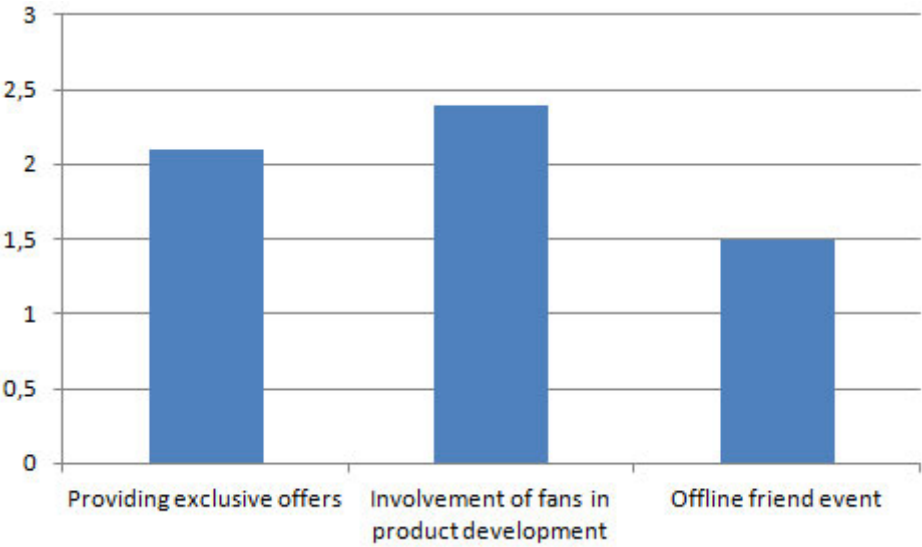


Figure11: Mean ranking results for the strategies for brand reputation

On basis of the ranking the same trend as in the Likert results can be recognized, with involvement of fans in product development as most important, followed by providing exclusive offers.

Revenue indicators for brand awareness

As a result of the first round, three indicators (KPI's) for brand awareness were found which indicate whether a strategy used for this objective was effective. These three indicators were included in the second round as propositions. The median scores of these propositions can be found in the figure below.

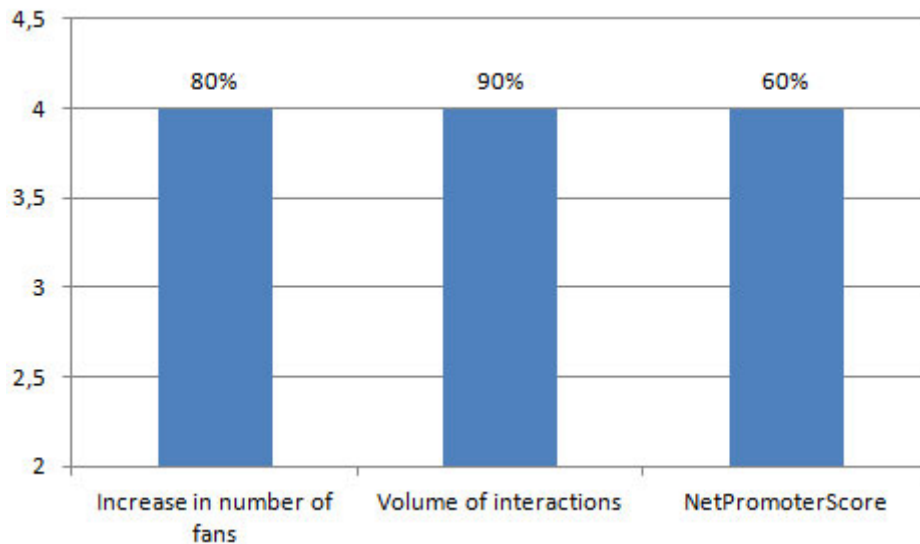


Figure 12: Likert scales median scores and percentage of respondents which answered 4 or 5

All of the indicators meet the median criteria but only "increase in number of fans" and "volume of interactions" meet both criteria.

Revenue indicators for brand reputation

For the objective brand reputation, three indicators (KPI's) were found which indicate whether a strategy used for this objective was effective. These three indicators were included in the second round as propositions. The median scores of these propositions can be found in the figure below.

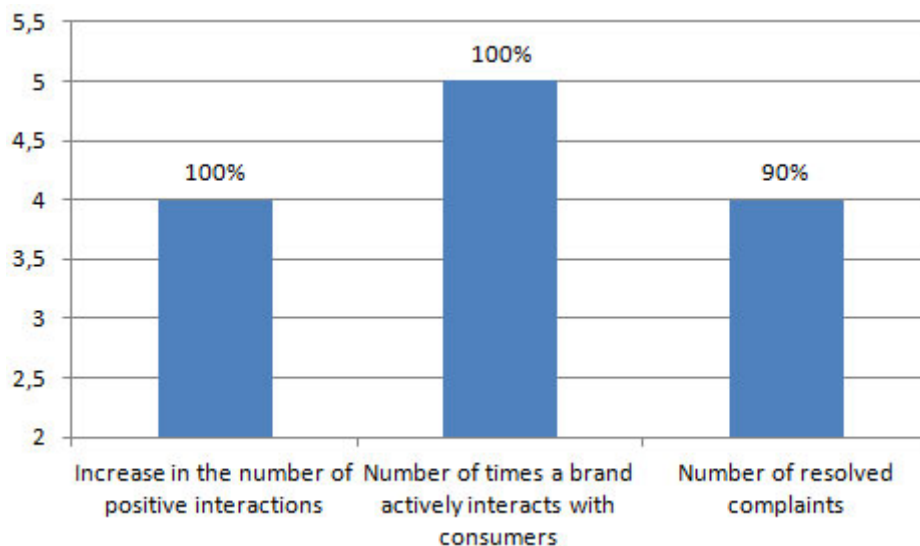


Figure 13: Likert scales median scores and percentage of respondents which answered 4 or 5

All the indicators meet both the median and percentage criteria, and therefore consensus is achieved on all these indicators.

Revenue indicators for brand ambassadors

Also for the objective brand ambassador three indicators (KPI's) were found which indicate whether a strategy used for this objective was effective. These three indicators were included in the second round as propositions. The median scores of these propositions can be found in the figure below.

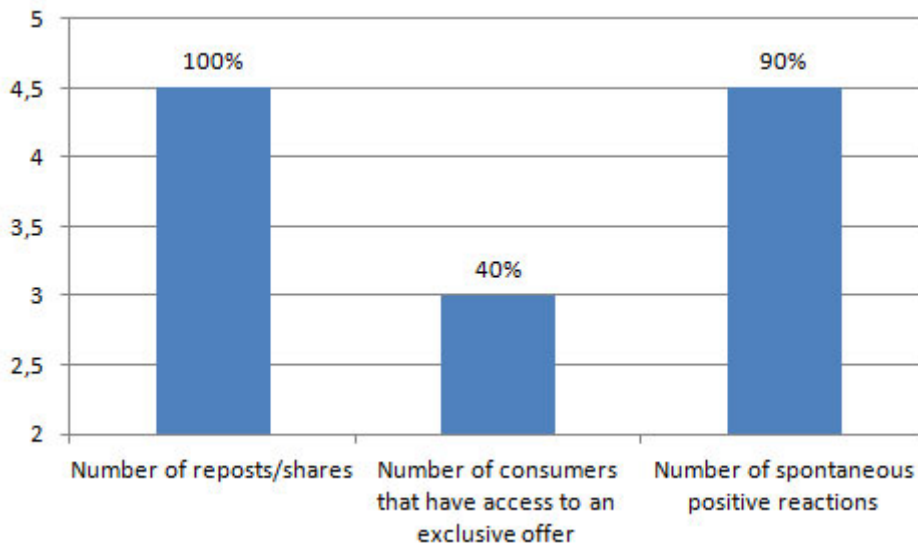


Figure 14: Likert scales median scores and percentage of respondents which answered 4 or 5

Consensus is achieved on "number of reposts/shares" and "number of spontaneous positive reactions" as they both meet the median and percentage criteria. No consensus is achieved on the indicator "number of consumers that have access to an exclusive offer".

Cost indicators (KPI's)

As explained earlier it was more difficult for the respondents to mention cost indicators (KPI's) in the first round and the mentioned indicators actually fit to every social media marketing objective. Three propositions were included in the second round. Besides, the respondents were asked to rank four important costs in the degree of importance (4 for the most important strategy and 1 for the least important). The results can be found in the figures below.

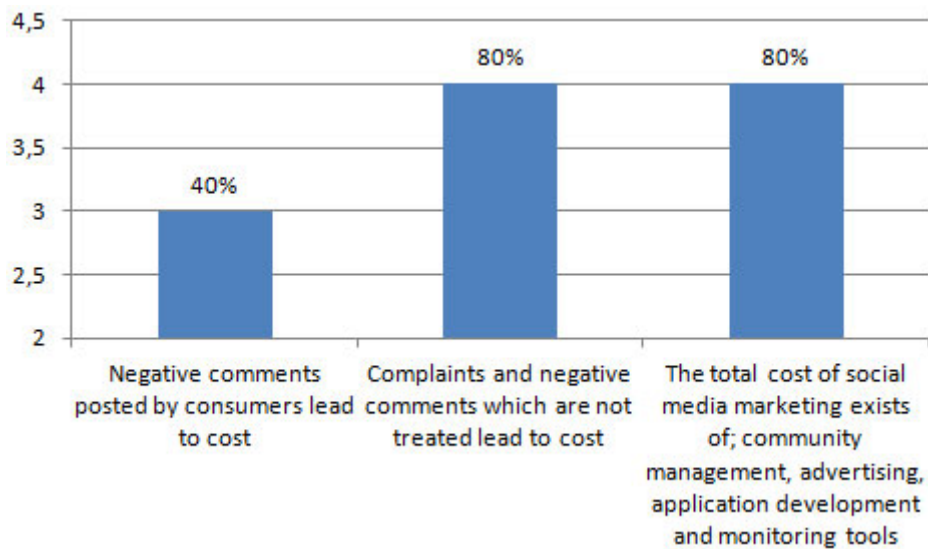


Figure 15: Likert scales median scores and percentage of respondents which answered 4 or 5

No consensus is achieved for the first indicator "negative comments posted by consumers lead to cost" but the other two indicators meet both consensus criteria. For the last indicator "the total cost of social media marketing exists of; community management, advertising, application development and monitoring tools" the respondents were asked to rank the costs in degree of importance as can be seen below.

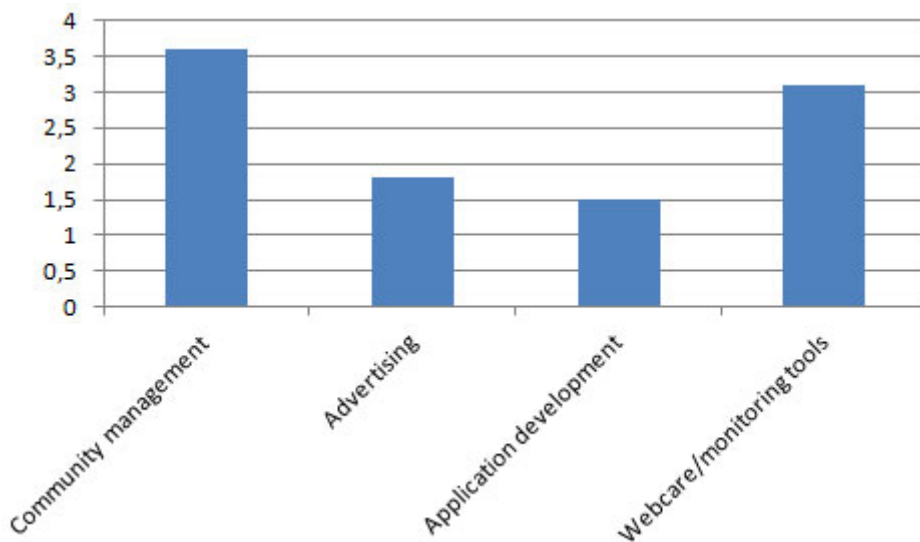


Figure 16: Mean ranking results for social media marketing costs

These ranking results show that community management is the most important cost for brands for deploying social media marketing, followed by the cost for webcare/monitoring tools, advertising and application development.

4.4 Conclusion

This chapter presents the results of the two round Delphi study performed with (social media) marketing experts. In total it took about three weeks to complete this Delphi study. In both rounds ten (social media) marketing experts participated.

This analysis has shown that in addition to brand awareness, brand reputation and brand ambassadors, there are two more important social media marketing objectives; improving customer service and brand commitment/engagement as on both consensus is achieved on both criteria.

Brand commitment/engagement is seen as the most important objective by experts, followed by brand awareness, brand reputation, improving customer service and finally brand ambassadors.

Notable is that the objectives direct sales and recruitment, which were proposed by the experts during the first round are ranked low and not achieved consensus.

As this research focuses on brand awareness, brand reputation and brand ambassadors which are all seen as important by the experts, these objectives strategies have been tested in the Delphi study.

For brand awareness the strategy of giveaways (Introcaso, 2011) was proposed in chapter 2, but according to the Likert results no consensus is achieved on this strategy. In the first round two new strategies came up; advertising and content marketing. Consensus is achieved only on content marketing and this strategy is also ranked as most important. Giveaways is a strategy to achieve awareness under consumers but this is only for the short term, it will not build long term relationship with the consumer. Advertising was proposed by the experts in round one, but did not achieve consensus in round two; the median criteria was met, but only 60% of the respondents answered 4 (agree) or 5 (completely agree) for this strategy. Nevertheless advertising can be an effective way to achieve awareness, but the most interesting finding for brand awareness is the content marketing strategy.

In chapter 2 interaction with consumers (listen, respond, engage) (Riveong, 2008) was proposed as strategy for the brand reputation objective. For this strategy consensus was achieved on both criteria and it was ranked as most important for this objective. In the first round three other strategies were proposed; monitoring, using fan input and improving customer service. The last one; improving customer service also achieved consensus on both criteria and was ranked as second most important. The other two strategies achieved consensus only on the median criteria.

Interaction with consumers and improving customer service fit according to the results best for the brand reputation objective. As mentioned earlier monitoring should maybe be seen as a part of the strategy and not as a strategy itself, because monitoring is needed in both of the two strategies.

Brand ambassadors was the last objective as formulated in chapter 2 with as strategy providing exclusive offers (Falkow, 2012). For this strategy consensus was achieved on both criteria even as on the strategy which was proposed by experts in the first round; involvement of fans in product development. Another proposed strategy offline friend event did not meet the criteria for consensus. The ranking results showed that involvement of fans in product development is most important for this objective, followed by providing exclusive offers.

Involvement of fans in product development, for example co-creation, makes that the consumers feel more valued. They are proud and honored when they provide ideas to a brand and the brand use these ideas in their product development.

Finally the results for the indicators. Starting with the revenue indicators.

Three revenue indicators for brand awareness were proposed by the respondents. Two of them were quite consistent with the indicators proposed in chapter 2, and consensus was achieved for those by meeting both criteria. Increase in the number of fans and the volume of interactions can be seen as an effective indicators for a strategy used to achieve brand awareness.

The other indicator was the NetPromoterScore on which no consensus was achieved (only the median criteria was met).

The indicators for brand reputation as mentioned in the first round; increase in the number of positive interactions, number of times a brand actively interacts with consumers and the number of resolved complaints, all achieved consensus on both criteria and therefore are all effective indicators for a strategy used to achieve brand reputation.

Two indicators with consensus on both criteria were found for the brand ambassadors; number of reposts/shares and the number of spontaneous positive reactions and are therefore effective indicators for brand ambassadors.

The indicator number of consumers that have access to an exclusive offer did not achieve consensus.

Cost indicators seemed for the respondents more difficult to identify. The indicators that were proposed by the experts covered most of the social media marketing cost and are therefore useable for all objectives. These costs exists of: community management, advertising, application development and webcare/monitoring tools. On these costs consensus is achieved on both criteria, which indicates these are the right costs for social media marketing and are important for brands to be aware of these costs. These costs are generally quite easy to measure. Community management is seen as the most important cost, followed by webcare/monitoring tools.

Besides, the respondents were asked whether negative comments and unsolved complaints

could lead to costs and this also achieved consensus. Which suggests that negative comment and complaints are very important for brands to respond on.

In the following chapter the conclusions of this study will be presented.

5 Conclusion and discussion

5.1 Introduction

Based on the analysis in the previous chapter this chapter aims to formulate an answer to the research problem. Additionally, the implications are discussed.

5.2 Conclusion

In the beginning of this report it is mentioned that this study is aimed to bring an overview of appropriate objectives and strategies for social media marketing and which key indicators (KPI's) can determine the revenues and costs (ROI). On basis of this the following research problem was proposed:

What are appropriate objectives and strategies for social media marketing and which key indicators can be used to determine the ROI?

The second chapter defined according to different authors three social media marketing objectives and thereby for each objective a strategy. A Delphi study was conducted to see whether these objectives and strategies are practically useful and how this can be measured. While the data from the Delphi study is analyzed in the previous chapter, this chapter proceeds with drawing conclusions and provides an overview of objectives, strategies and indicators for social media marketing and thereby gives an elaborated answer on the research problem.

The table below gives a clear overview of the findings in chapter 4.

Social media marketing overview for brand marketing

<p>Objectives</p> <ul style="list-style-type: none"> - brand commitment/engagement <ul style="list-style-type: none"> - brand awareness - brand reputation - improving customer service <ul style="list-style-type: none"> - brand ambassadors
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Strategies for achieving the objectives:

<p>Brand awareness:</p> <ul style="list-style-type: none"> - content marketing <p style="text-align: center;">Revenue KPI's</p> <ul style="list-style-type: none"> - increase in number of fans - volume of interactions 	<p>Brand reputation:</p> <ul style="list-style-type: none"> - interaction with consumers - improving customer service <p style="text-align: center;">Revenue KPI's:</p> <ul style="list-style-type: none"> - increase in the number of positive interactions - number of times a brand actively interacts with consumers - number of resolved complaints 	<p>Brand ambassadors:</p> <ul style="list-style-type: none"> - involvement of fans in product development - providing exclusive offers to consumers <p style="text-align: center;">Revenue KPI's:</p> <ul style="list-style-type: none"> - number of reposts/shares - number of spontaneous positive reactions
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<p>Cost KPI's</p> <ul style="list-style-type: none"> - cost of community management - cost of webcare/monitoring tools <ul style="list-style-type: none"> - cost of advertising - cost of application development

Table 11: Social media marketing overview

The social media marketing overview gives an overview of the results as found in chapter 4 and tries to give an elaborate answer on the research problem.

First the different objectives for social media marketing are mentioned in the order of importance. Second, possible strategies, which are confirmed by the experts, are given for three of the objectives, followed by revenue KPI's to determine whether that strategy was effective for achieving an objective.

Finally, the cost KPI's are provided. The cost KPI's can be used to determine the cost of a social media marketing strategy and are applicable to all the objectives. For the revenue measurement different indicators are needed for each strategy but for cost measurement the same indicators can be used.

As mentioned earlier return on investment is what do we get (revenue) for the money we

invested (cost). This can be expressed in financial value but for social media marketing this is quite difficult. Therefore this is done with the key performance indicators. For example a brand invests in a community manager which is supposed to manage the online community for the brand. This results for example after a period of time in more fans on Facebook and this can be seen as the return on investment.

5.3 Implications

The practical relevance of the results is that it can support marketing managers, community managers and other professionals in the social media marketing area by developing and measuring their social media strategies. The presented table above can be used as a step-by-step guide.

The scientific relevance of the results is that it contributes to the understanding of social media marketing for brands. This report gives new insights on objectives, strategies and indicators for brand marketing.

Further research will be needed on strategies and indicators for the other important social media marketing objectives like brand commitment and improving customer service, and therefore should contribute to new insights.

Social media marketing is a new form of marketing and in the world of marketing there have been a lot of changes in the last years. Therefore for the continuous research on this area is very important.

5.4 Reflection

The period in which this study was conducted was a valuable and interesting period. It expanded my knowledge about social media marketing and doing qualitative research. The literature review took some more time, because topics like social media marketing where not a lot of information is available is difficult.

The contact with the experts who participated in this study was very nice, interesting and instructive, and their input was very useful. Conducting a Delphi study was a new research method for me, which I have experienced as very valuable to the topic of this study. This because social media marketing is a new form of marketing, where not a lot of research is done before. Opinions and experiences of experts are very valuable for these "new" topics. I hope this report also contributes to the knowledge of social media marketing and it can help marketing managers to set up and measure their marketing activities on social media in an effective way.

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Appendices

Appendix A: Respondents Delphi study first and second round

Appendix B: Questionnaire Delphi study - first round (Dutch)

Appendix C: Results Delphi study - first round

Appendix D: Questionnaire Delphi study - second round (Dutch)

Appendix E: Results Delphi study - second round

Appendix A: Respondents Delphi study first and second round

Respondents Delphi study - first round	
Company	Function
Broekman Marketing Advies	Marketing specialist
Social Embassy	Community manager
Bertrams	Online marketer & author
Social Inc.	Social media strategist
Tribewise	Online strategist
Social Embassy	Online strategist
Brandwriters	Community / content manager
WWF	Social media manager
Social Inc.	Online reputation manager
Your social	Community manager

Table 12: Respondents Delphi study - first round

Respondents Delphi study - second round	
Company	Function
WWF	Social media manager
Bertrams	Online marketer & author
Social Embassy	Community manager
Social Inc.	Social media strategist
KLM	Social media manager
Brandwriters	Community / content manager
Social Embassy	Online strategist
Broekman Marketing Advies	Marketing specialist
Social Inc.	Online reputation manager
Tribewise	Online strategist

Table 13: Respondents Delphi study - second round

Because of the anonymity of the Delphi study only company names and functions of the respondents are given.

Appendix B: Questionnaire Delphi study - first round (Dutch)

Beste deelnemer,

Hartelijk dank voor uw aanmelding om deel te nemen aan deze Delphi studie in het kader van mijn afstudeeronderzoek voor de opleiding Business Administration aan de Universiteit Twente. Momenteel doe ik onderzoek naar hoe de return on investment (ROI) van sociale media marketing strategieën het best en meest effectief gemeten kan worden.

Door middel van deze Delphi studie probeer ik in twee rondes te achterhalen wat nu gedegen benchmarks / key indicators zijn voor het bepalen van de return on investment (ROI) van sociale media marketing strategieën. In totaal doen tussen de 10 en 15 experts op het gebied van (sociale media) marketing mee aan deze vragenlijst.

Deze vragenlijst bestaat uit vier open vragen met subvragen. Graag wil ik u vragen deze zo goed en volledig mogelijk in te vullen. Nadat u de vragen heeft beantwoord zou ik u willen vragen om ook deel te nemen aan een tweede ronde met gesloten vragen waarin de antwoorden van de eerste ronde zullen worden bestudeerd en beoordeeld. Deze tweede ronde zal op zeer korte termijn plaats vinden. U ontvangt hierover nader bericht.

Alle gegevens en antwoorden worden strikt vertrouwelijk behandeld en alleen gebruikt voor aan dit onderzoek gerelateerde zaken. Na afronding van het onderzoek kunt u, indien gewenst, het complete onderzoeksrapport ontvangen.

Mocht u nog vragen hebben dan kunt u ten alle tijde met mij contact opnemen via:
l.f.helmink@student.utwente.nl

Nogmaals hartelijk dank!

Met vriendelijke groet,

Luc Helmink

Masterstudent Business Administration - Universiteit Twente

Persoonlijke gegevens

Naam:

Geslacht:

Leeftijd:

Functie:

Bedrijf:

E-mail:

Eerste ronde Delphi studie

In recente onderzoeken naar de ROI van sociale media marketing worden verschillende doelstellingen van sociale media marketing benaderd, waaronder: naamsbekendheid (brand awareness), reputatie management (brand reputation) en de creatie van merk ambassadeurs (brand ambassadors).

Vraag 1a) Herkent u deze doelstellingen?

Vraag 1b) Mist u doelstellingen waarvan u weet dat ze in de praktijk wel worden gebruikt?

Verschillende sociale media marketing tactieken/strategieën worden ingezet voor het behalen van deze doelstellingen. Om te toetsen of een bepaalde tactiek effectief was voor het behalen van een bepaalde doelstelling kunnen Key Performance Indicators (KPI's) worden ingezet.

Vraag 2a) In welke mate draagt de tactiek "giveaways (like, share en win acties)" bij aan het behalen van de doelstelling naamsbekendheid (brand awareness)?

Vraag 2b) Welke andere tactieken kent, weet of gebruikt u die gebruikt worden voor het behalen van de doelstelling naamsbekendheid (brand awareness) en welke is het meest effectief?

Vraag 2c) Aan de hand van welke KPI's kan volgens u worden bepaald of tactieken die ingezet zijn voor de doelstelling naamsbekendheid (brand awareness) effectief zijn geweest? Maak hierbij onderscheid tussen opbrengsten en kosten indicatoren.

Vraag 3a) In welke mate draagt de tactiek "interactie met de consument (luisteren, betrekken en reageren)" bij aan het behalen van de doelstelling reputatie management (brand reputation)?

Vraag 3b) Welke andere tactieken kent, weet of gebruikt u die gebruikt worden voor het behalen van de doelstelling reputatie management (brand reputation) en welke is het meest effectief?

Vraag 3c) Aan de hand van welke KPI's kan volgens u worden bepaald of tactieken die ingezet zijn voor de doelstelling reputatie management (brand reputation) effectief zijn geweest? Maak hierbij onderscheid tussen opbrengsten en kosten indicatoren.

Vraag 4a) In welke mate draagt de tactiek "het bieden van exclusieve aanbiedingen" bij aan het behalen van de doelstelling creatie van merk ambassadeurs (brand ambassadors)?

Vraag 4b) Welke andere tactieken kent, weet of gebruikt u die gebruikt worden voor het behalen van de doelstelling creatie van merk ambassadeurs (brand ambassadors) en welke is het meest effectief?

Vraag 4c) Aan de hand van welke KPI's kan volgens u worden bepaald of tactieken die ingezet zijn voor de doelstelling creatie van merk ambassadeurs (brand ambassadors) effectief zijn geweest? Maak hierbij onderscheid tussen opbrengsten en kosten indicatoren.

Hartelijk dank voor uw deelname aan deze eerste ronde van deze Delphi studie. Op korte termijn zullen de antwoorden van alle deelnemers worden geanalyseerd en aan u teruggekoppeld. In een tweede ronde wil ik u nog een keer vragen om een aantal vragen over deze uitkomsten te beantwoorden. De uitnodiging voor deze tweede ronde ontvangt u op zeer korte termijn.

Appendix C: Results Delphi study - first round

Respondent	Vraag 1a - Herkent u deze doelstellingen?	Vraag 1b - Mist u doelstellingen waarvan u weet dat ze in de praktijk wel w...
Respondent 1	Ja	Directe verkoop
Respondent 2	Ja	Brand commitment, purchase intentions
Respondent 3	Ja, dit zijn mogelijke doelstellingen.	Zeker: verkoop, werving, onderzoek, service
Respondent 4	Zeker	Commitment, webcare
Respondent 5	Ja, bekende doelstellingen	O.a. service en werving. Dit zijn ook belangrijke doelstellingen
Respondent 6	Zeker	Share of voice, creatie van betrokkenheid bij je merk
Respondent 7	Ja	Online service verbeteren, al wordt dat ook wel weer onder reputatie management gezet. Dit hangt een beetje in tussen brand reputation en ambassadors. Hij is iets specifieker en wordt daarom wel vaker (apart) gebruikt
Respondent 8	Jazeker	Conversies en engagement zouden er zeker ook bij horen.
Respondent 9	Ja	Ja, er zijn meerdere doelstellingen, waaronder bijvoorbeeld directe verkoop en merk betrokkenheid (commitment)

Respondent 10	Ja	Klantenservice uitbreiden door inzetten van sociale media
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Table 14: Question 1

Resp.	Vraag 2a - In welke mate draagt de tactiek "giveaways (like, share en ...	Vraag 2b - Licht uw antwoord op vraag 2a hieronder toe	Vraag 2c - Welke andere tactieken kent, weet of gebruikt u die worden ingez...	Vraag 2d - Aan de hand van welke KPI's kan volgens u worden bepaald of tact...
Resp. 1	2 = Tactiek draagt enigzins bij	Kortstondig effect. Geen binding	Unieke content produceren die aansluit bij het bedrijf.	Opbrengsten: NetPromoterScore
Resp. 2	2 = Tactiek draagt enigzins bij	Door aanbiedingen en acties te plaatsen kun je de verkoop stimuleren, dus purchase. Maar niet op lange termijn brand commitment creëren bijvoorbeeld.	Adverteren	Opbrengsten: Toename in het aantal fans en meer interactie. Kosten: In het geval van een giveaway dan de kosten van de giveaway daarnaast zijn de kosten voor community management een belangrijke factor.
Resp. 3	2 = Tactiek draagt enigzins bij	Het hangt sterk af van het merk, maar het kan in theorie op een bepaalde wijze bijdragen, mits goed uitgevoerd.	Aantrekkelijke, uitdagende en deelbare content produceren waarin op slimme wijze het merk is verwerkt op een consistente wijze.	Opbrengsten: Likes, shares, reacties
Resp. 4	2 = Tactiek draagt enigzins bij	Werkt, maar meestal voor korte duur	Adverteren op bijvoorbeeld Facebook is effectief om naamsbekendheid te vergroten	Opbrengsten: fan groei.
Resp. 5	1 = Tactiek draagt niet bij	Draagt tegenwoordig (mijns inziens) niet (meer) bij. Wordt te veel gebruikt en consumenten zien de meerwaarde van deze methode niet meer.	Postingfrequenties, inspelen op landelijke gebeurtenissen (feestdagen etc)	Opbrengsten: aantal nieuwe likes, reacties en delers. Kosten: social media management.

<p>Resp. 6</p>	<p>1 = Tactiek draagt niet bij</p>	<p>Er is een negatieve tendens gaande onder consumenten rondom deze tactiek. Zorgt voor conversatie vervuiling.</p>	<p>Bought media (ads) met focus op een actiemechanisme waarbij conversaties over de app een logisch vervolg zijn, geen must.</p>	<p>Opbrengsten: toename van fans, share of voice, conversie naar bijvoorbeeld email adressen, toename interacties. Kosten: applicatie ontwikkeling</p>
<p>Resp. 7</p>	<p>2 = Tactiek draagt enigzins bij</p>	<p>Je vergroot kortstondig je bereik op social doordat mensen het gaan delen en hun vrienden het dan zien. Draagt wel bij aan bekendheid, maar doordat veel mensen het wel zien als irritant, draagt het zeker niet bij aan je merkvoorkeur. Je hebt er dus uiteindelijk niet veel aan</p>	<p>Inhakers, ook kortstondig, maar kan viraal gaan en is mits sympathiek veel effectiever. Content plaatsen die dichtbij merk staat. Online activatie die inspeelt op social media behoefte doelgroep.</p>	<p>Opbrengsten: - engagement op social kanalen, - shares content social. Kosten: - online campagnes, - community manager, - social media monitoring / engagement tool</p>
<p>Resp. 8</p>	<p>2 = Tactiek draagt enigzins bij</p>	<p>Het doet zeker iets voor naamsbekendheid. Het is over het algemeen bekend dat de platte winacties zorgen voor engagements en fan growth. Een post wordt mede door de vele likes, comments en shares viraal en bereikt veel mensen. Het aantal impressies is dus hoog (vergelijk het bijvoorbeeld met een dure advertentie in een krant) en mensen die de post zien zullen het merk wellicht onthouden. Waar de acties echter niet aan bijdragen is een langetermijn relatie tussen de fan en het merk; terwijl dat wel hetgene is waar je uiteindelijk naar op</p>	<p>Een doordachte social media strategie, waarbij focus wordt gelegd op o.a. contentkwaliteit, postingfrequentie, engagements, fangroei, etc en waar een aantal keer per jaar innovatieve en engaging social campagnes worden gecreëerd, die nauw aansluiten bij het merk.</p>	<p>Opbrengsten: - toename (en afname!) van het aantal fans, - people talking about (hoe hoger het aantal interacties, hoe meer fans de moeite hebben genomen een actie uit te voeren op je pagina), - bereik.</p>

		zoek bent.		
Resp. 9	2 = Tactiek draagt enigzins bij	Kan bijdragen om naamsbekendheid te vergroten, consumenten willen immers graag iets winnen. Echter na afloop van een dergelijke actie ben je vaak de nieuwe "aanhang" weer kwijt. Dus maar een beperkt effect en zeker niet voor de lange termijn.	Content ontwikkeling wordt veel waarde aangehecht en deze tactiek kan dus belangrijk zijn voor doelstelling.	Opbrengsten: voor naamsbekendheid kan dit zijn het aantal interacties en het aantal nieuwe likes/aanhang.
Resp. 10	2 = Tactiek draagt enigzins bij	Stimulatie voor snelle ontwikkeling fan growth	Ads	Opbrengsten: toename volgens en interacties over een product/merk. Kosten: community management en om de sociale media activiteit te meten kun je monitoring tools nodig hebben. Hier gaan kosten in zitten.

Table 15: Question 2

Resp.	Vraag 3a - In welke mate draagt de tactiek "interactie met de consumenten..."	Vraag 3b - Licht uw antwoord op vraag 3a hieronder toe	Vraag 3c - Welke andere tactieken kent, weet of gebruikt u die worden ingez...	Vraag 3d - Aan de hand van welke KPI's kan volgens u worden bepaald of tact...
Resp. 1	3 = Tactiek draagt zeker bij	Klant wil aandacht. Die krijgt hij.	Monitoring	Opbrengsten: volume interacties (positief). Kosten: community management / monitoring
Resp. 2	3 = Tactiek draagt zeker bij	Hierdoor ben je niet aan het zenden en interactief met de fans, dus bouw je een relatie. Die zijn voor langere termijn	Fans een plek geven en waarderen, soort van cocreatie of hun input meenemen	Opbrengsten: aantal positive interacties, aantal opgeloste negatieve berichten (die leiden tot een positief bericht).
Resp. 3	3 = Tactiek draagt zeker bij	Interactie die leidt tot een wenselijke oplossing kan ervoor zorgen dat een vragensteller en zijn omgeving positiever gaan denken over een merk.	Het gaat om een combinatie tussen een goed proces tot leidt tot probleemoplossing en een goede oplossing.	Opbrengsten: toename in het oplossingsgerichte en transparante interacties.
Resp. 4	3 = Tactiek draagt zeker bij	Consumenten stellen vragen of willen hun mening geven. Belangrijk is dat het merk hierop anticipeert.	Klantenservice op sociale media (webcare) is ook een tactiek voor merk reputatie. Het is eigenlijk natuurlijk ook een vorm van interactie met de consument, maar wel dusdanig van belang dat je deze beter apart kunt zien.	Opbrengsten: aantal keer dat een merk de interactie aangaat. Kosten: kosten van het community management/webcare
Resp. 5	3 = Tactiek draagt zeker bij	Goede strategie voor deze doelstelling.	Betrekken bij product innovaties.	Opbrengsten: aantal opgeloste klachten

Resp. 6	3 = Tactiek draagt zeker bij	Het is een invulling van de doelstelling	Bovenstaande voldoet.	Opbrengsten: - toename in het volume positieve interacties, - aantal afgehandelde klachten, - vermindering in telefoongesprekken door sociale afhandeling. Kosten: - listening / webcare software
Resp. 7	3 = Tactiek draagt zeker bij	Je reputatie wordt gevormd door publieke opinie, door te luisteren naar wat er speelt en er wat mee te doen heb je hier de meeste invloed op	verbeteren service (webcare) - meest effectief en gemakkelijk in te zetten. - verbeteren processen nav feedback online - erg effectief. - aanpassen producten en diensten - intensief maar vruchtbaar ook	Opbrengsten: - toename positieve berichten en afname negatieve berichten. Kosten: - resources webcare, - social media monitoring tool
Resp. 8	3 = Tactiek draagt zeker bij	Monitoring is een van de belangrijkste onderdelen van het (pro-)actief aanwezig zijn op social media. Hoe meer interacties er komen (comments op een geplaatst bericht of een bericht op de timeline), hoe meer interacties je daar weer uit kunt halen m.b.v. calls-to-action (vragen stellen etc.). Hoe vaker er contact is tussen een fan en een merk, hoe meer top of mind het merk bij de fan wordt. Maar dat is dus alleen kwantiteit. De kwaliteit is in die zin nog veel belangrijker. Als van het aantal interacties op de pagina 80% klachten is, dan kun je het aantal interacties wel verhogen, maar dan kun je beter werken aan een sterk	Sentiment analyses mbv monitoring tools zoals Coosto, Engagor.	Opbrengsten: toename reacties van fans. Kosten: monitoring tools (zoals Coosto en Engagor)

		stukje webcare. Een sentimentanalyse is dus erg belangrijk als je reputatie management wil meten.		
Resp. 9	3 = Tactiek draagt zeker bij	Klanten houden van interactie. Draagt zeker bij aan reputatie.	Monitoren wat er gebeurt op de sociale kanalen	Opbrengsten: afhandeling van klachten en positiviteit op de social media kanalen. Kosten: monitoring
Resp. 10	3 = Tactiek draagt zeker bij	Reacties op berichten geeft de consument waar hij om vraagt, een vorm van waardering en aandacht.	Actief webcare team opzetten	Opbrengsten: groei in het aantal fans door als merk een stevig webcare team te hebben.

Table 16: Question 3

	Vraag 4a - In welke mate draagt de tactiek "het bieden van exclusieve ...	Vraag 4b - Licht uw antwoord op vraag 4a hieronder toe	Vraag 4c - Welke andere tactieken kent, weet of gebruikt u die worden ingez...	Vraag 4d - Aan de hand van welke KPI's kan volgens u worden bepaald of tact...
Resp. 1	1 = Tactiek draagt niet bij	Niet helemaal juist geformuleerd.	Betrekken bij productontwikkeling. Dit zou je overigens als "exclusief" kunnen zien.	Opbrengsten: - aantal consumenten dat exclusief wordt betrokken (bijv. bij ontwikkeling). Kosten: wederom community management

Resp. 2	2 = Tactiek draagt enigzins bij	Licht eraan wat je onder exclusieve aanbiedingen ziet, maar friendevents geven ze zeker iets extras	Offline friend event, speciale tickets weggeven	Opbrengsten: - aantal mensen die mee (mogen) doen aan bijv. een friend event.
Resp. 3	2 = Tactiek draagt enigzins bij	Mits de aanbiedingen zijn gerelateerd aan het merk, kan het bijdragen. Daarbij geldt dat het type aanbieding bepalend is voor de mate waarin een dergelijke aanpak bijdraagt. Gratis acties zullen minder bijdragen dan een actie waarbij een bepaalde (financiële) input van een klant is vereist.	Uitstekende producten en diensten leveren en het maximaliseren van de beleving van mensen die de producten en diensten gebruiken. Dat lijkt de beste methode, hoe simpel het ook klinkt.	Opbrengsten: shares en positieve berichten
Resp. 4	1 = Tactiek draagt niet bij	Exclusieve aanbiedingen dragen hier niet expliciet aan bij. Waarschijnlijk puur korte termijn	Co-creatie / consumenten betrekken bij ontwikkeling. Dit geeft ze waarde en een goed gevoel. Binding voor langere termijn.	Opbrengsten: - aantal positieve reacties, - aantal consumenten dat exclusief ergens bij betrokken wordt
Resp. 5	2 = Tactiek draagt enigzins bij	Merk ambassadeurs zijn belangrijk online voor een merk, of de strategie het bieden van exclusieve aanbiedingen hiervoor geschikt is valt te betwisten	Betrek consumenten bij product innovaties.	Opbrengsten: hoeveelheid betrokkenen bij innovatie (geeft waardering), aantal positieve reacties
Resp. 6	2 = Tactiek draagt enigzins bij	Ambassadeurschap gaat om betrekken van je brand lovers. Exclusiviteit in producten is daar slechts een onderdeel van.	Toegang tot informatie, betrekken bij product innovatie.	Opbrengsten: - aantal shares van een bericht geplaatst door een merk, - behaalde PR waarde, - bereik tweede ring van ambassadeurs in aantallen.

Resp. 7	2 = Tactiek draagt enigzins bij	Hangt ervan af hoe je het inzet. doe je het bijvoorbeeld exclusief voor nieuwe klanten, vinden je huidige het niet leuk	Betrekken bij ontwikkelen, - loyaliteits programma, - testimonials	Opbrengsten: - volume shares van berichten, - aantal spontane positieve berichtgeving / testimonials over merk. Kosten: - resources
Resp. 8	1 = Tactiek draagt niet bij	Als je er voor kiest om exclusieve aanbiedingen te communiceren via een van je kanalen, dan deel je die dus voor iedereen. Het feit of een persoon die aanbieding claimt staat los van of iemand een merk ambassadeur is.	De merkambassadeurs gaan zich na verloop van tijd voordoen door een hoge mate van activiteit op je social kana(a)l(en). Belangrijk is dat je bijhoudt wie de belangrijkste key influencers zijn, waarom ze dat zijn, en op wat voor manier zij praten over je merk. Beantwoorden ze vragen van andere fans/followers, hoe groot is hun (online) netwerk, hoe komt het dat ze zoveel weten over je merk, etc.	Opbrengsten: - aantal mentions/posts van een brand ambassador (kwantitatief), - inhoud mentions/posts van een brand ambassador (kwalitatief), waar praten ze over. Kosten: monitoring
Resp. 9	2 = Tactiek draagt enigzins bij	Kan bijdragen, licht er wel aan wat hieronder precies wordt verstaan	Merk ambassadeurs kunnen worden gevormd door co-creatie.	Opbrengsten: - aantal spontaan onstane reacties (meestal positief indien je ze ergens bij betreft), - het aantal consumenten dat exclusief ergens bij betrokken wordt, bijvoorbeeld bij co-creatie.
Resp. 10	1 = Tactiek draagt niet bij	Het is moeilijk onderscheid te maken aan wie je wel een exclusieve aanbieding doet en wie niet.	Laat consumenten hun mening geven en waardeer dat op een dusdanige manier dat ze van je merk gaan houden.	Opbrengsten: volume van het aantal gedeelde berichten door brand lovers.

Table 17: Question 4

Appendix D: Questionnaire Delphi study - second round (Dutch)

Beste deelnemer,

Allereerst wil ik u, indien u deel heeft genomen, hartelijk danken voor uw deelname aan de eerste ronde van mijn Delphi studie in het kader van mijn afstudeeronderzoek voor de opleiding Business Administration aan de Universiteit Twente. In deze eerste ronde hebben ongeveer 10 experts op het gebied van (sociale media) marketing vragen beantwoord over sociale media marketing doelstellingen, strategieën en door middel van welke indicatoren deze het best en meest effectief gemeten kunnen worden.

Graag wil ik u vragen om deel te nemen aan de (korte) tweede ronde. In deze tweede ronde beoordeelt u, door middel van stellingen, de antwoorden van de eerste ronde op een zogenaamde "Likert" schaal van 1 (helemaal mee oneens) tot 5 (helemaal mee eens). Indien u geen deel heeft genomen aan de eerste ronde, dan is dit geen enkel probleem en kunt u graag aan deze tweede ronde deelnemen.

Deze tweede ronde zal ongeveer 5 minuten in beslag nemen. Alvast hartelijk dank voor uw medewerking.

Alle gegevens en antwoorden worden strikt vertrouwelijk behandeld en alleen gebruikt voor aan dit onderzoek gerelateerde zaken. Na afronding van het onderzoek kunt u, indien gewenst, het complete onderzoeksrapport ontvangen.

Mocht u nog vragen hebben dan kunt u ten alle tijde met mij contact opnemen via:
l.f.helmink@student.utwente.nl

Nogmaals hartelijk dank!

Met vriendelijke groet,

Luc Helmink
Masterstudent Business Administration - Universiteit Twente

Persoonlijke gegevens

Naam:

Geslacht:

Leeftijd:

Functie:

Bedrijf:

E-mail:

Tweede ronde Delphi studie

Hieronder treft u enkele stellingen aan. Geef aan wat u van deze stellingen vindt, door uw oordeel te geven op een schaal van 1 (helemaal mee oneens) tot 5 (helemaal mee eens).

Enkele doelstellingen van sociale media marketing zijn naamsbekendheid (brand awareness), reputatie management (brand reputation) en de creatie van merk ambassadeurs (brand ambassadors).

Naast bovengenoemde social media marketing doelstellingen vind ik...

....Directe verkoop (direct sales) een belangrijke sociale media marketing doelstelling.

Helemaal mee oneens	Oneens	Neutraal	Eens	Helemaal mee eens
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

...Verbetering klantenservice (improving customer service) een belangrijke sociale media marketing doelstelling.

Helemaal mee oneens	Oneens	Neutraal	Eens	Helemaal mee eens
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

...Werving (recruitment) een belangrijke sociale media marketing doelstelling.

Helemaal mee oneens	Oneens	Neutraal	Eens	Helemaal mee eens
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... Betrokkenheid (brand commitment/engagement) een belangrijke sociale media marketing doelstelling.

Helemaal mee oneens	Oneens	Neutraal	Eens	Helemaal mee eens
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

U heeft enkele stellingen met betrekking tot sociale media marketing doelstellingen beoordeeld. Nu vraag ik u om hieronder de doelstellingen te classificeren op basis van hoe belangrijk u de doelstellingen vindt.

Doe dit door middel van een cijfer te geven van 1 (heel onbelangrijk) tot 7 (heel belangrijk).
Let op: ieder cijfer mag maar één keer voor komen.

Doelstelling	Rangorde
Naamsbekendheid	
Reputatie management	
Merk ambassadeurs	
Directe verkoop	
Verbetering klantenservice	
Werving	
Betrokkenheid	

Verschillende sociale media marketing tactieken/strategieën worden ingezet voor het behalen van deze doelstellingen. Om te toetsen of een bepaalde tactiek effectief was voor het behalen van een bepaalde doelstelling kunnen Key Performance Indicators (KPI's) worden ingezet. De focus ligt op de doelstellingen naamsbekendheid (brand awareness), reputatie management (brand reputation) en merk ambassadeurs (brand ambassadors).

Stellingen m.b.t. Naamsbekend (brand awareness)

Giveaways (like, share en win acties) vind ik een effectieve strategie om naamsbekendheid te vergroten.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Adverteren (ads/bought media) op sociale media vind ik een effectieve strategie om naamsbekendheid te vergroten.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Het inzetten van content marketing vind ik een effectieve strategie om naamsbekendheid te vergroten.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

U heeft enkele stellingen met betrekking tot naamsbekendheid beoordeeld. Nu vraag ik u om hieronder de strategieën te classificeren op basis van hoe belangrijk u de strategieën vindt.

Doe dit door middel van een cijfer te geven van 1 (heel onbelangrijk) tot 3 (heel belangrijk).
Let op: ieder cijfer mag maar één keer voor komen.

Strategie	Rangorde
Giveaways	
Adverteren	
Content marketing	

Stellingen m.b.t. Reputatie management (brand reputation)

Interactie met de consument vind ik een effectieve strategie voor reputatie management op sociale media.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Monitoring vind ik een belangrijk onderdeel van reputatie management op sociale media.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Het gebruiken van de input van fans (bijv. co-creatie) vind ik een effectieve strategie voor reputatie management op sociale media.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Het verbeteren van de klantenservice op sociale media (webcare) vind ik een effectieve strategie voor reputatie management op sociale media.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

U heeft enkele stellingen met betrekking tot reputatie management beoordeeld. Nu vraag ik u om hieronder de strategieën te classificeren op basis van hoe belangrijk u de strategieën vindt.

Doe dit door middel van een cijfer te geven van 1 (heel onbelangrijk) tot 4 (heel belangrijk).
 Let op: ieder cijfer mag maar één keer voor komen.

Strategie	Rangorde
Interactie met de consument	
Monitoring	
Gebruik van de input van fans	
Verbeteren klantenservice (webcare)	

Stellingen m.b.t. Merk ambassadeurs (brand ambassadors)

Het bieden van exclusieve aanbiedingen aan de consument vind ik een effectieve strategie voor het opbouwen van merk ambassadeurs op sociale media.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Consumenten betrekken bij product ontwikkeling vind ik een effectieve strategie voor het opbouwen van merk ambassadeurs op sociale media.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Het organiseren van een offline friend event vind ik een effectieve strategie voor het opbouwen van merk ambassadeurs op sociale media.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

U heeft enkele stellingen met betrekking tot merk ambassadeurs beoordeeld. Nu vraag ik u om hieronder de strategieën te classificeren op basis van hoe belangrijk u de strategieën vindt.

Doe dit door middel van een cijfer te geven van 1 (heel onbelangrijk) tot 3 (heel belangrijk). Let op: ieder cijfer mag maar één keer voor komen.

Strategie	Rangorde
Bieden van exclusieve aanbiedingen	
Betrekken bij product ontwikkeling	
Offline friend event	

Opbrengsten indicatoren (KPI's) - Naamsbekendheid (brand awareness)

De toename in het aantal volgers/fans vind ik een belangrijke indicator (KPI), om een strategie ingezet om de naamsbekendheid te vergroten, te beoordelen.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Het volume interacties vind ik een belangrijke indicator (KPI) om een strategie, ingezet om de naamsbekendheid te vergroten, te beoordelen.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

De "NetPromoterScore" vind ik een belangrijke indicator (KPI) om een strategie, ingezet om de naamsbekendheid te vergroten, te beoordelen.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Opbrengsten indicatoren (KPI's) - Brand reputation (brand reputation)

De toename in het volume positieve interacties over een merk/product vind ik een belangrijke indicator (KPI) om een strategie, ingezet om de reputatie te verbeteren, te beoordelen.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Het aantal keer dat een merk de interactie aangaat met een consument vind ik een belangrijke indicator (KPI) om een strategie, ingezet om de reputatie te verbeteren, te beoordelen.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Het aantal afgehandelde klachten vind ik een belangrijke indicator (KPI) om een strategie, ingezet om de reputatie te verbeteren, te beoordelen.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Opbrengsten indicatoren (KPI's) - Merk ambassadeurs (brand ambassadors)

Het aantal reposts/shares vind ik een belangrijke indicator (KPI) om een strategie, ingezet voor het opbouwen van merk ambassadeurs, te beoordelen.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Het aantal consumenten dat toegang heeft tot een exclusieve aanbieding vind ik een belangrijke indicator (KPI) om een strategie, ingezet voor het opbouwen van merk ambassadeurs, te beoordelen.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Het aantal spontane positieve berichten over een merk/product vind ik een belangrijke indicator (KPI) om een strategie, ingezet voor het opbouwen van merk ambassadeurs, te beoordelen.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Kosten indicatoren (KPI's)

Negatieve berichten geplaatst door consumenten over een merk/product leiden tot kosten.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

Klachten of negatieve berichten die niet worden behandeld door een merk leiden tot kosten.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

De kosten voor het inzetten van een social media marketing strategie is het totaal van kosten komende uit: community management, advertenties, applicatie ontwikkeling en webcare/monitoring tools.

Helemaal mee oneens Oneens Neutraal Eens Helemaal mee eens

U heeft enkele stellingen met betrekking tot kosten beoordeeld. Nu vraag ik u om hieronder de kosten te classificeren op basis van hoe belangrijk u de kosten vindt.

Doe dit door middel van een cijfer te geven van 1 (heel onbelangrijk) tot 4 (heel belangrijk).

Let op: ieder cijfer mag maar één keer voor komen.

Kosten	Rangorde
Community management	
Advertenties	
Applicatie ontwikkeling	
Webcare/monitoring tools	

Appendix E: Results Delphi study - second round

In this appendix the results of the second round of the Delphi study, both Likert scale results and ranking results, can be found. In case of Likert results; a five-point Likert scale is used (1 = completely disagree and 5 = completely agree). In case of ranking results; highest number is most important, lowest number is least important.

Direct sales	Improving customer service	Recruitment	Brand commitment/engagement
2	4	4	4
2	4	4	5
5	5	3	4
4	4	4	4
3	5	4	5
2	4	3	4
3	5	4	5
4	4	3	5
4	4	5	5
2	3	4	4

Table 18: Likert scale results for social media marketing objectives

Brand awareness	Brand reputation	Brand ambassadors	Direct sales	Improving customer service	Recruitment	Brand commitment/engagement
7	4	6	1	5	2	3
5	4	6	1	3	2	7
5	4	3	7	2	1	6
4	5	6	3	2	1	7
6	7	4	1	3	2	5
7	5	3	2	4	1	6
5	6	2	1	5	3	7
6	7	2	4	5	1	3
4	5	3	2	6	3	7
4	3	6	1	7	2	5

Table 19: Ranking results for social media marketing objectives

Giveaways	Advertising	Content marketing
3	3	4
3	4	5
1	3	5
2	4	5
3	4	4
3	4	5
4	3	5
3	4	4
2	4	5
2	3	5

Table 20: Likert scale results for brand awareness

Giveaways	Advertising	Content marketing
2	1	3
1	2	3
1	2	3
2	1	3
1	3	2
1	2	3
2	3	2
1	2	3
1	2	3
1	3	2

Table 21: Ranking results for brand awareness

Interaction with consumers	Monitoring	Using fan input	Improving customer service
4	5	4	5
5	4	4	4
4	3	3	3
4	5	4	4
5	4	4	4
5	3	3	3
4	4	3	4
5	3	5	4
5	5	4	4
4	4	4	4

Table 22: Likert scale results for brand reputation

Interaction with consumers	Monitoring	Using fan input	Improving customer service
4	3	1	2
4	3	2	1
4	3	2	1
4	1	2	3
3	2	1	4
4	1	3	2
4	3	1	2
4	3	2	1
4	2	3	1
3	4	2	1

Table 23: Ranking results for brand reputation

Providing exclusive offers	Involvement of fans in product development	Offline friend event
4	5	4
4	4	5
2	4	2
4	4	3
4	5	2
3	5	4
4	4	3
4	5	4
4	4	3
4	5	3

Table 24: Likert scale results for brand ambassadors

Providing exclusive offers	Involvement of fans in product development	Offline friend event
2	3	1
1	2	3
1	3	2
3	2	1
2	3	1
2	3	1
3	2	1
1	2	3
3	2	1
3	2	1

Table 25: Ranking results for brand ambassadors

Increase in the number of fans	Volume of interactions	NetPromoterScore
3	5	4
4	4	3
3	4	5
5	4	4
5	3	4
4	5	3
5	5	3
4	5	4
5	4	4
4	4	3

Table 26: Likert scale results for revenue indicators for brand awareness

Increase in the number of positive interactions	Number of times a brand actively interacts with consumers	Number of resolved complaints
4	4	4
4	5	4
4	4	4
4	5	4
5	5	5
4	4	4
5	5	4
4	5	4
4	4	4
4	5	3

Table 27: Likert scale results for revenue indicators for brand reputation

Number of reposts/shares	Number of consumers that have access to an exclusive offer	Number of spontaneous positive reactions
4	4	5
4	4	4
5	3	3
5	4	5
5	3	4
4	3	4
4	4	4
5	3	5
5	3	5
4	3	5

Table 28: Likert scale results for revenue indicators for brand ambassadors

Negative comments posted by consumers lead to cost	Complaints and negative comments which are not treated lead to cost	The total cost of social media marketing exists of; community management, advertising, application development and monitoring tools
4	4	3
2	4	4
4	4	4
3	4	5
2	3	4
3	4	4
4	4	5
4	3	4
3	4	3
3	4	4

Table 29: Likert scale results for cost indicators

Community management	Advertising	Application development	Webcare/monitoring tools
3	1	2	4
4	2	1	3
4	1	2	3
3	2	1	4
4	3	1	2
4	1	2	3
3	2	1	4
4	1	3	2
3	2	1	4
4	3	1	2

Table 30: Ranking results for cost indicators