12 Wrap-Up

This chapter concludes the book by combining the perspectives of previous chapters. In particular, diverse insights and knowledge obtained throughout the book are now applied in multidisciplinary case studies and assignments. The latter are not intended to be comprehensive and to apply the entire book at once. Instead, the reader is encouraged to carefully think through which insights and knowledge may apply to certain business situations. The purpose of this final chapter is to encourage the reader to critically reflect on how specific organizations can take advantage of social media and create business value. Together with the self-tests offered in previous chapters, this chapter illustrates the extent to which the reader meets the book's learning objectives (as presented in Chap. 1), namely, about (1) proper use, (2) knowledge, (3) strategic insights, (4) critical reasoning, and (5) lifelong learning in the context of social media.

12.1 Case Study

The different perspectives taken in this book are now applied to the context of an existing organization. In particular, a case study describes how the organization under study determines, executes, and evaluates its internal and external social media strategies. Or in other words, the case study investigates the degree to which the organization addresses each topic (i.e., chapter) presented in this book and motivates why. The information is based on Borremans (2014) and Forbes (2013) and is written with permission.

To orient the reader to the study, some general information about the organization is given in Table 12.1.

A. Van Looy, *Social Media Management*, Springer Texts in Business and Economics, DOI 10.1007/978-3-319-21990-5_12

Table 12.1 General information about the case study (2014)

Name:	Van Marcke™ (http://www.vanmarcke.com/)
Location:	Europe and the USA (headquarters in Belgium)
Sector:	Manufacturer, wholesaler, and seller of sanitary facilities, kitchens, and heating systems
Client types:	B2C: individuals B2B: professional installers (e.g., plumbers)
Organization size:	Large sized (circa 1500 employees)
Organization's social media budget:	Every department has its own budget Plus € 20,000 per year for the overall coordination by the Chief Social Media Officer (e.g., for the monitoring platform, online relationship management, nonpaid campaigns, translation costs, etc.)
Organization's social media experience:	Since mid-2009

12.1.1 Organogram and the Role of a Chief Social Media Officer

Van Marcke™ is a family-owned organization with a complex matrix organization chart. As shown in Fig. 12.1, the organization has product-related pillars with operational and supporting departments organized in regional divisions.

Van Marcke™ is one of the first organizations to introduce a Chief Social Media Officer (CSO). In contrast to Chap. 1, the CSO is not included in the executive committee of CxOs, but currently reports to the Chief HR Officer and the Chief Operations Officer (instead of to the CEO). More specifically, the CSO initially reported to the CEO during the first 3 years. This reporting line changed when his function was broadened with Corporate Social Responsibility. Since then, the CSO reports to (1) the Chief Operations Officer (also called the Chief Efficiency and Organization Officer at Van Marcke™) for the (internal) use of social media and to (2) the Chief HR Officer for Corporate Social Responsibility. Van Marcke™ thus adapted the CSO role to its specific context, including specific business processes, structure, and culture.

A nonhierarchical relationship exists between the CSO and the other departments at Van Marcke™, i.e., similar to a "hub and spoke" model (Altimeter Group 2013) in which the CSO acts as a central Center of Excellence for social activities. Figure 12.2 illustrates that the CSO is positioned in the middle, with a direct relationship to each department manager separately.

The CSO aims at coordinating and transferring the necessary tools, skills, experience, knowledge, and methodologies to the different departments. From this perspective, the role of the CSO is rather a temporary position at Van Marcke™. Once the tools, skills, experience, knowledge, and methodologies are transferred, the CSO as an enabler becomes superfluous.

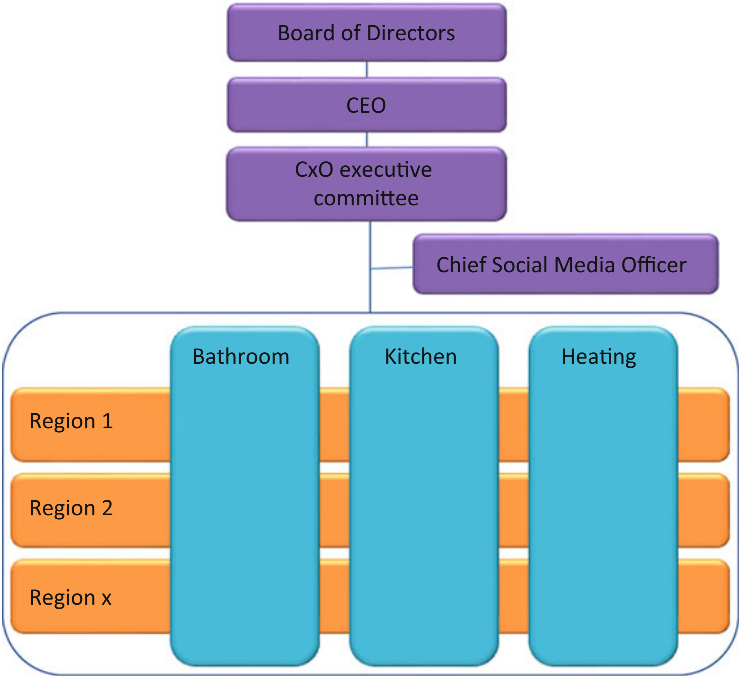

Fig. 12.1 A simplified version of the organogram at Van Marcke™

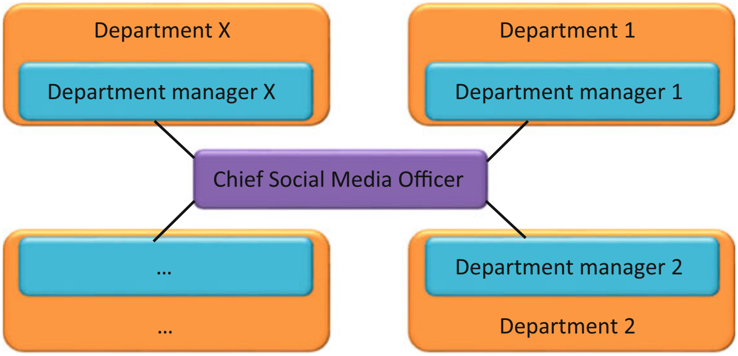

Fig. 12.2 A simplified version of the "hub and spoke" model at Van Marcke™, based on Altimeter Group (2013)

In particular, the CSO job description at Van Marcke™ can be summarized as follows:

- Responsible for all aspects of (internal and external) social media communication and collaboration across the different divisions and departments of Van

Marcke™, as well as for reputation management and stakeholder outreach in the context of Corporate Social Responsibility.
- Create and roll out the internal and external social media communication strategies at Van Marcke™.
- Apply social media communication to public relations and outreach programs in the area of sustainable energy, green economy, and innovation areas.
- Roll out an internal social media collaboration platform to all employees of Van Marcke™, including the strategies for change management, communication, and learning/adoption.
- Establish external social media communication strategies and execute them for all sales channels and corporate staff functions, e.g., the departments of public relations, HR, customer service and support, and MarCom.
- Responsible for the Corporate Social Responsibility strategy in close relationship with different divisions, departmental functions, and sales channels. This includes regular audits, change management, communication, and managing relationships with stakeholders and nongovernmental organizations.
- Project manager to roll out client-focused mobile applications in the context of a new financial credit services project.

12.1.2 Determining, Monitoring, and Evaluating External Social Media Strategies

In order to illustrate some external social media strategies at Van Marcke™, we start by taking the perspective of one division. It concerns “Big Blue,” which is an education and training center regarding sustainable or renewable energy. The strategies highly depend on monitoring activities, such as tracking the number of daily mentions (Fig. 12.3) or listing Twitter™ users whose status updates about Van Marcke™ have been most retweeted by others.

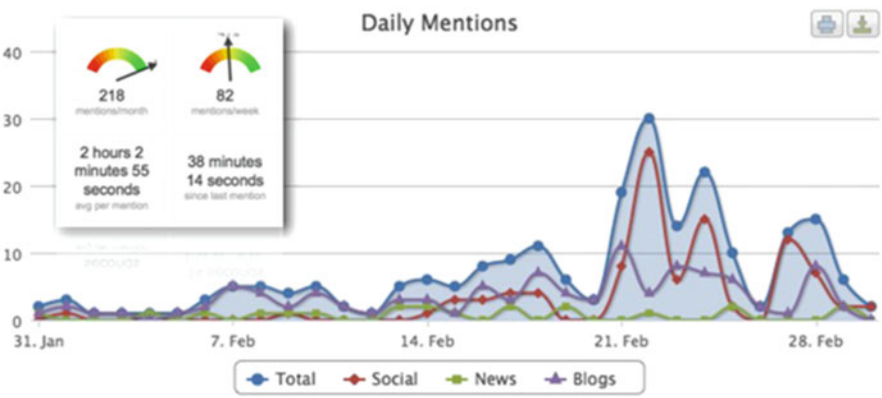

Fig. 12.3 An extract of the monitoring dashboard at Van Marcke™

- When "Big Blue" was created in 2009, the objective was to position Van Marcke™ as a **thought leader on sustainable energy**. Therefore, social media were monitored to identify influencers in the domain. For instance, daily mentions in online newspapers, blogs, and other social media tools were tracked, as well as the most retweeted and most mentioned Twitter™ users in status updates about Van Marcke™. This influencer tracking uncovered that many engineers, architects, and clients were then active on Twitter™. Besides a corporate presence on **Twitter™** (https://twitter.com/bigbluebelgium), Van Marcke™ also decided to start a **blog** with knowledge articles to show expertise on sustainable energy (http://www.bigblue.be/nl). For instance, blog posts reported on the calculation of energy loss, sustainable buildings, or trade fairs. Only indirectly, the blog posts dealt with Van Marcke™'s products (e.g., heating systems). This blog was also available on the corporate website and could be used for reasons of community management (i.e., similar to social CRM). Only in 2012, a corporate Facebook™ page was created (https://www.facebook.com/BigBlueBelgium/). Additionally, "The Big Blue Channel" account was created on YouTube™, as well as a photo stream on Flickr™.
- Meanwhile, the business priorities at Van Marcke™ have changed from thought leadership to **cost savings**. The focus now is less on Twitter™ and the corporate blog. Instead, in line with social responsibility, Van Marcke™ is investing in a **document management system**, called "Issuu" (http://issuu.com/vanmarcke). Van Marcke™ will print only a small amount of glossaries and encourages people to download an electronic copy from "Issuu" for free.

Next, more general examples of external social media strategies at Van Marcke™ are as follows:

- In order to **manage media relations and to directly communicate with the target audience**, Van Marcke™ launched a "social media news room" (http://press.vanmarcke.com/). Instead of sending press releases to journalists by email, anyone can now freely find press releases online (including high-definition pictures for newspapers, video clips for television, audio fragments for radio stations, podcasts, etc.). No account or password is needed in order to reach as many people as possible. Furthermore, people can start retweeting or commenting on the press releases and so creating a social media ripple effect. Another advantage is that the online press releases are keyword driven and thus SEO friendly.
- To achieve a **better and quicker customer service and support**, the corporate Twitter™ page is monitored for complaints or queries. Van Marcke™ tries to take advantage of external complaints to improve its internal way of working (i.e., its business processes or workflows). For instance, in 2012, a customer was complaining that his boiler was still under warranty, but after several phone calls and visits, no one seemed to help him. The customer even posted evidence (including invoices) online. In response, Van Marcke™ changed its workflow so

Table 12.2 Some results after evaluating the external social media strategies at Van Marcke™

Social media strategies	Social media tactics	Results
To become a thought leader on sustainable energy	Blog	• Average of 30 face-to-face meetings through the website • Average of 60 email contacts through the website
To become a thought leader on sustainable energy To achieve a better and quicker customer service and support	Twitter™	• Customer insights have changed procedures • Rapid and transparent response led to positive customer experiences • Be the number 10 source of traffic to the website
To achieve cost savings	Issuu	• More than 10,000,000 catalogue views
To manage media relations and directly communicate with the target audience	Social media newsroom	• Average of more than 500 views of press releases • Interactive comments on press releases • Positive impact on search result rankings

that every boiler under warranty will be directly replaced, without trying to fix the product at the customer's house first.

After the external social media strategies were determined and monitored, an evaluation phase at Van Marcke™ led to the results described in Table 12.2.

12.1.3 Determining, Monitoring, and Evaluating Internal Social Media Strategies

Together with an external consultant, the CSO at Van Marcke™ started with an internal communication and collaboration audit at the end of 2009. The audit assessed the situation to identify the problems to be solved. Based in this input, KPIs were linked to concrete solutions.

The audit entailed an online survey for all knowledge workers (i.e., employees working with a computer, thus not the factory workers), followed by face-to-face interviews with a small subset of knowledge workers on a two-on-one basis. The audit uncovered several unproductivity issues, such as:

- 37 % of the knowledge workers needed 1 h per day to manage their inbox.
- 31 % of the knowledge workers needed 1 h per client request.
- 82 % of the knowledge workers used emails to share documents internally.
- 56 % of the knowledge workers did 20 or more internal phone calls per day.

- 20 % of the knowledge workers spent 30 min per day to find the right internal information.
- 42 % of the knowledge workers spent 10 min on average to find the right colleague.

Several KPIs were defined per area of improvement, aiming at increasing overall ROI. Some examples are given below (albeit not in a SMART way):

- Reduce the respond cycle time of projects and requests for proposal.
- Reduce the cost of losing employees before the end of the probation period.
- Improve employee productivity through more effective organizational collaboration.
- Increase employee productivity through a faster access to role-specific information.
- Improve email management.
- Reduce the cost of manual data collection, consolidation, and reporting.
- Reduce the lost time spent on leaving voice mails.
- Reduce the internal conversation telephone calls and related cost.
- Reduce the cost of the IT helpdesk by providing self-service access to IT support.
- Reduce the printing and distribution cost.
- Reduce the volume of email attachments.

Until then, Van Marcke™ worked with a static intranet with online folders, which was primarily based on emails for internal communication and collaboration in a complex matrix organization (Fig. 12.1). The problem was that the initial intranet relied too much on paper-based information, and employees experienced difficulties in finding the right information and people in the organization and therefore were more likely to resign.

The solution proposed by the CSO was to replace the static intranet by a more personalized intranet with a collaboration tool for all employees worldwide. The timeframe set for this initiative was three years, because of the need for change management and to overcome resistance. For instance:

- To improve **employee productivity through more effective organizational collaboration**, the landing page of the collaboration tool was an aggregator with widgets personalized per employee (e.g., showing updates in his/her communities, wikis, activities, bookmarks, blogs, feeds, etc.).
- To increase **employee productivity through faster access to role-specific information**, the collaboration tool offered a profile per employee with his/her name, picture profile, job title, working address, contact details, and other background information.
- To reduce **the volume of email attachments**, the collaboration tool worked with personal and public wikis. This initiative also helped to improve **email**

management by reducing the cost of manual data collection, consolidation, and reporting.
- To reduce **the general cycle time of projects and the cycle time to respond to project offers**, specific communities were launched in which projects and offers were discussed.

The knowledge workers were carefully trained to work with the collaboration tool. Even when the 3-year project was finished, ongoing productivity and refreshing and specialized training are given.

Not all KPIs were met after the project, but Van Marcke™ experienced an increased use in collaborative spaces and less email-based work. About 40 % of all employees now regularly use the collaboration tool (i.e., once a day or more frequently).

In the meantime, Van Marcke™ is changing the collaboration tool for a supplier reorientation.

12.1.4 Other Topics

As the other topics of the book are covered to a limited extent at Van Marcke™, they are briefly discussed to complete the case study.

- **Online advertising and viral campaigns**. Some online ads have been launched on the initiative of the MarCom department at Van Marcke™. The focus is less on viral campaigns, because B2C clients typically buy a bathroom, kitchen, or heating system only a few times. On the other hand, most B2B clients are loyal to a local shop of Van Marcke™, which reduces the need for specific viral campaigns.
- **Social Customer Relationship Management (social CRM)**. Van Marcke™ does not have a real CRM system, neither 1.0 nor 2.0. Plans are being made, but still at an early stage. For instance, a CRM 1.0 system may contain invoice-related data. The most important B2B clients are already approached as partners in order to strengthen customer relationships and stimulate loyalty and brand advocacy. Next, the use of "Issuu" can help refine CRM information about prospects, e.g., when people provide personal information for downloading an electronic glossary. However, the Facebook™ pages of local B2B shops are working and reflect a real form of community that already exists offline. For instance, B2B clients feel at home in their local shop. Also, the local shop managers update their Facebook™ pages themselves, ensuring a familiar tone of voice and recognizable images. In sum, since the local shops of Van Marcke™ profit from a strong offline community of B2B clients, some shops have already virtualized their community with a dedicated Facebook™ group. Furthermore, the "Big Blue" community is situated in the domain of social CRM.

- **Search engine optimization (SEO)**. The corporate website of Van Marcke™ is keyword driven. Additionally, press releases are publicly available in the "social media news room" to directly reach the target audience and to obtain a higher ranking in search engines for certain keywords.
- **Opinion mining and sentiment analysis**. Van Marcke™ has a monitoring tool that detects brand-related posts. An advanced use of opinion mining is not present in the organization.
- **Social network data and predictive mining**. Van Marcke™ does not apply predictive mining, mainly because a real CRM system is still lacking.
- **e-Recruitment**. Van Marcke™ uses an ATS 1.0 system without storage or link to social media data. Vacancies are usually published on Facebook™ and Twitter™. LinkedIn™ is used to publish news and vacancies on the LinkedIn™ company page, but the professional paid features of LinkedIn™ are deemed too expensive by the HR department.
- **Crowdfunding**. Van Marcke™ is a family-owned organization which focuses on traditional funding mechanisms. As it does not face funding problems, the need for crowdfunding has not been risen so far.
- **Legal and ethical issues in social media and a social media policy**. Van Marcke™ has established corporate social media guidelines (not rules) in order to protect itself and its employees. The guidelines build upon common sense and trust. For instance, the public Internet was initially blocked for all employees, but the CSO requested for an open access to build internal relationships based on trust. The idea behind this change was: "No point being 2.0 outside if you are not even 1.0 inside."

12.2 Social Media Bloopers and Lessons Learned

From a successful case study, we now turn to situations in which social media are used rather inappropriately.

As explained in Sect. 1.2, the technological evolution graph of Gartner Inc. (2013) can be used to explain the social media bloopers or mistakes of organizations today. As organizations are still in a learning curve, they should learn from such mistakes along their journey towards a more mature use of social media. Therefore, this section looks at some reported social media bloopers in order to distill the corresponding lessons learned.

When looking for "social media bloopers" in a search engine such as Google™, almost 2.5 million search results appeared in 2015. This high number covers, among others, overviews of cases per year (e.g., http://www.slideshare.net/iffort/social-media-bloopers-2013) and overviews of lessons learned (e.g., http://www.slideshare.net/HorizonWatching/social-media-101-social-media-disasters) but also news articles or blog posts about a certain case.

Cases are not limited to organizations, but also individual users should think twice before posting something online and take responsibility. In particular, also on social media, sources should be carefully checked before "liking" or "sharing" information as anyone can spread any message. For instance, the Boston marathon bombing (2013) illustrated how false information and rumors were rapidly spread worldwide, instead of waiting for official information about the identity of perpetrators and victims (e.g., http://www.cnet.com/news/social-media-as-breaking-news-feed-worse-information-faster/).

As this book deals with social media use by organizations, the next paragraphs illustrate some lessons learned from the perspective of organizations. The intention is not to give an overview of lessons learned and best practices or to focus on specific organizations, but to encourage the reader to critically reflect on particular situations with an eye on suggestions for improvement.

12.2.1 Example: Monitoring and Support Are Important

This section illustrates that proper customer support and dedicated communities can strongly contribute to a positive customer experience and positive reviews (see Chap. 5 on social CRM). If any issue rises on social media, 24/7 monitoring efforts may notice negative messages before a crisis hits (see Chaps. 3 and 5).

Sources for the DELL™ Case

- http://www.theguardian.com/technology/2005/aug/29/mondaymediasection.blogging
- http://buzzmachine.com/2005/06/21/dell-lies-dell-sucks/

Case Description

The computer company DELL™ faced a social media blooper in 2005, when a journalist posted negative messages on a blog. His new computer had technical issues and the customer service at the organization took too long. As a journalist, this customer had a high impact on others, directly resulting in lower profit for the organization. In response, the organization committed itself to help customers in a more proactive way. Meanwhile, DELL™ has a web page dedicated to its social media presence (http://www.dell.com/learn/us/en/uscorp1/corp-comm/dell-social-media) and a global social media policy (http://www.dell.com/learn/us/en/uscorp1/corp-comm/social-media-policy?c=us&l=en&s=corp&cs=uscorp1). For instance, regarding support issues, DELL™ can be contacted on Facebook™ (https://www.facebook.com/Dell), Twitter™ (https://twitter.com/Dell), and its own community which includes a knowledge base and an open forum for customers to ask questions (http://en.community.dell.com/).

Lessons Learned

Hence, the organization decided to invest in social CRM (see Chap. 5), among others, because this example showed that customers with a negative experience can influence others, resulting in lower profit for the organization.

12.2.2 Example: Anticipate Opposite Behavior

In the context of social CRM (Chap. 5), new and diverse initiatives can be launched to encourage customer loyalty and conversation. However, an organization can try to influence (but not totally control) the conversations by anticipating opposite behavior.

Sources for the #McDStories Case

- http://www.dailymail.co.uk/news/article-2090862/McDstories-McDonalds-Twitter-promotion-backfires-users-share-fast-food-horror-stories.html
- http://www.huffingtonpost.com/2012/01/23/mcdstories-twitter-hashtag_n_1223678.html
- http://www.telegraph.co.uk/technology/Twitter/9034883/McDonalds-McDStories-Twitter-campaign-backfires.html
- http://therealtimereport.com/2012/01/24/lessons-from-the-mcdstories-promoted-trend-controversy/
- http://www.forbes.com/sites/kashmirhill/2012/01/24/mcdstories-when-a-hashtag-becomes-a-bashtag/

Case Description

In 2012, a fast food restaurant launched the hashtag #McDStories in order to invite people to share their experiences and personal stories about the brand on Twitter™. The initiative was part of a larger campaign about healthy food and animal care. Nonetheless, activists started using the same hashtag to spread negative messages about the brand. The complaints and jokes only lasted for a few hours, because the organization decided to stop using the hashtag nor responding to the tweets that referred to #McDStories.

Lessons Learned

The conclusion in this example is that an organization should only start a campaign if it has public support within a specific social media tool. Otherwise, it may result in a boycott (e.g., similar to what can happen by a vocal minority on a publicly available tool such as Twitter™). By monitoring 24/7 (see Chaps. 3 and 5), an organization can try to resolve negative comments and be part of the conversation. It can also apologize, tell the organization's position on the issue, and try to respond personally to each customer in order to rebuild trust. Furthermore, a crisis plan helps to manage any backlash. Finally, in this example, an alternative initiative could have been to reward customer loyalty instead.

Sources for the Samsung™ Case

- http://bgr.com/2012/09/18/samsung-iphone-5-ad-Facebook-galaxy-s-iii/
- http://www.cnet.com/news/apple-fans-invade-samsungs-Facebook-page/

- http://news.yahoo.com/samsung-accidentally-promotes-iphone-5-Facebook-campaign-backfires-140059493.html

Case Description
In order to stimulate conversation, the technology company Samsung™ posted an open question on its Facebook™ page in 2012: “If you could only take one electronic device on to a deserted island, what would it be?” The question was accompanied by a picture that showed the Samsung™ Galaxy S3 on a tropical beach. The organization expected that most visitors of their Facebook™ page would be fans of Android and Samsung™ and would be influenced by the picture. Hence, the intention was that many users would answer with a Samsung™ device. Nevertheless, the question reached many Apple™ fans as well, who referred to a competing electronic device (e.g., iPhone™, iPad™, Macbook™, etc.). In other words, this social media initiative turned out to be in the advantage of a competitor.

Lessons Learned
Alternatively, by anticipating unexpected behavior, the organization could rather provide a survey with closed answer options of Samsung™ devices or ask specific questions about its products (instead of an open question). The latter illustrates that organizations cannot control social media messages, but they can only try to influence them.

12.2.3 Example: Do Not Insult Customers

Social CRM (Chap. 5) encourages organizations to truly listen to the needs of customers and prospects in order to stimulate customer loyalty. The latter implies that an organization should view all stakeholders as equal partners.

Sources for the Kit Kat™ Case

- http://www.forbes.com/2010/03/18/kitkat-greenpeace-palm-oil-technology-ecotech-nestle.html
- http://edition.cnn.com/2010/WORLD/asiapcf/03/19/indonesia.rainforests.orangutan.nestle/
- http://www.greenpeace.org/international/en/campaigns/climate-change/kitkat/
- http://www.greenpeace.org/international/en/news/features/Sweet-success-for-Kit-Kat-campaign/

Case Description
In 2010, a Greenpeace™ campaign was launched against the food company Nestlé™, because the latter was using palm oil in its products that would “kill the rainforest.” For instance, Greenpeace™ posted a parody video of a Nestlé™’s ad on YouTube™. Nestlé™ lobbied for a removal of the parody video for reasons of copyright, but many social media users changed their profile picture into images of

orangutans, the rainforest, or an adapted Kit Kat™ logo (i.e., which was adapted to "Killer"). For instance, the Facebook™ page of Nestlé™ showed many posts of people who requested the organization to stop using palm oil. Since the organization seemed to react rather violently (especially regarding the adapted logos), the customers referred to freedom of speech and mentioned that they would stop buying products from the organization. In sum, the organization was not truly listening to and understanding its customers. In the end, the organization changed its position by apologizing and announcing that it will stop using products related to rainforest destruction.

Lessons Learned

Although an altered logo can be seen as an intellectual property theft or a copyright infringement, an organization can also view it as a compliment and a common practice online. An important message in this example is never to insult customers but to understand customer needs (see social CRM, Chap. 5) and, above all, to apologize.

12.2.4 Example: Charity Is a Highly Sensitive Issue

Charity can be used to improve an organization's image (see Chap. 3 on social media strategy), however only in a modest way because it remains a highly sensitive issue.

Sources for the Bing™-Google™ Case

- http://wallblog.co.uk/2011/03/13/bing-says-sorry-for-supportjapan-stunt-following-Twitter-backlash/
- http://www.bizjournals.com/seattle/blog/techflash/2011/03/microsoft-sorry-for-bing-quake-tweet.html
- http://www.adweek.com/socialtimes/bing-tries-to-help-japan-on-twitter-walks-into-a-pr-nightmare/445939
- http://adage.com/article/digital/bing-s-lesson-marketers-japan/149392/

Case Description

This case compares the initiatives of two competing organizations (i.e., Microsoft™ and Google™) during the Japanese earthquake in 2011. First, Microsoft™'s search engine Bing™ posted a tweet in which the organization promised to donate $1 per retweet (up to $100,000), which was negatively perceived by the public. Many Twitter™ users started using the hashtag #fuckbing to show their disgrace, because Microsoft™ seemed to trade retweets instead of giving an unconditional donation. Based on these reactions, Microsoft™ apologized for the misunderstanding and donated a fixed amount of money. Nonetheless, Bing™'s initial tweet also contained a link to the Microsoft™ Corporate Citizen page, which informed people how they could donate themselves in order to help the people in Japan, but this link was not noticed by the public. On the other hand, Google™ launched a website to find missing persons, called Person Finder (https://Google.org/personfinder/global/home.html). For instance, this website could be used by the people involved to find their relatives or other missing persons. In response, people around the globe were in favor of this gentle gesture.

Lessons Learned

This example makes the reader learn that charity is a highly sensitive issue. Hence, organizations should especially think twice on charity initiatives. Even if their intention is sincere, the perceptions on social media can be totally different. Moreover, an organization should also apologize for any misunderstanding in order to gain trust.

Sources for the #FitchTheHomeless Case

- http://www.youtube.com/watch?v=O95DBxnXiSo
- http://business.time.com/2013/11/06/abercrombie-fitch-begs-the-fat-kids-for-another-chance/

Case Description

The following example involves a customer reaction based on an organization's behavior outside the context of a specific social media initiative. In 2013, the CEO of an exclusive fashion shop publicly announced in an interview that his brand refuses to sell clothes to the so-called "fat" people (i.e., as from size "large") and also refuses to donate clothes to the poor people. As the interview resulted in a lot of negative reactions from the public (also customers), an American writer decided to publish a controversial homeless campaign in which he invited all customers to give the clothes they had bought in that shop to the homeless, including a video that went viral with the hashtag #FitchTheHomeless.

Lessons Learned

Besides the fact that an organization should never insult its customers (see Sect. 12.2.3), donating clothes is a noble act of charity. At first sight, the organization did not seem to care as long as it kept on selling clothes. However, after 6 months, it decided to introduce clothes in larger sizes as well. The present example thus shows the influence of a customer reaction (and which differs from a viral campaign). A similar reasoning applies to privacy (i.e., another highly sensitive issue), as discussed for a Facebook™ incident in Chap. 2 (http://www.youtube.com/watch?v=JvQcabZ1zrk).

12.3 Assignment

After describing some (successful and less successful) case studies in the previous sections, we now encourage the reader to conduct a case study based on an assignment.

Case Description

A large company develops, sells, and repairs customized earplugs for noise protection. Earplugs are small pieces of soft material (such as wax, cotton, or plastic) that someone can put into his/her ears to keep out noise. Besides a headquarters, the company owns 100 local hearing shops across three European countries.

Thanks to its own laboratory and technical service, a direct and fast service can be guaranteed. Nevertheless, the company faces strong competition, as an increasing number of students and musicians suffer from tinnitus or even hearing loss after parties with loud music and heavy beats. On the other hand, tinnitus is an emerging issue, and many doctors still feel ill informed about its treatment and prevention.

The company focuses on a customer-oriented approach. In contrast to its competitors, it does not publish any price list on the corporate website. Instead, it explicitly recognizes that every problem is different by inviting people with hearing problems for a personal test and advice in a local shop.

The organization's mission and some corresponding business goals are listed in Fig. 12.4. As the company is a large player on the market, it also has a large marketing budget.

Assignment

Give advice on the company's B2C and B2B use of social media.

In this case:

- B2C mainly covers adolescents and musicians, who profit from earplugs on parties or concerts in order to avoid hearing problems afterwards.
- B2B mainly covers doctors, such as general practitioners and specialists treating hearing diseases.

Fig. 12.4 Home assignment

12.3.1 Advice on Social Media Use for B2C

Question
Choose two topics (i.e., chapters) presented in this book that best fit your B2C advice. Please explain your choice.

- Online advertising
- Viral campaigns
- Social CRM
- SEO
- Business intelligence (sentiment analysis)
- Business intelligence (social network analysis)
- e-Recruitment
- Crowdfunding
- Legal and ethical issues in social media

Possible Topic 1: Social CRM
As customer orientation is a unique selling point for the organization under study, a first possible topic involves social CRM. Particularly, social CRM aims at engaging

and creating long-term relationships with (potential) customers and social media connections in general, e.g., by truly listening to their needs, showing expertise by answering questions, and having mutually beneficial conversations. When people are treated in a personalized way and feel appreciated, they might even become brand advocates who indirectly motivate others to buy the organization's products (albeit not a primary goal). As the organization's B2C goal is to create tinnitus awareness and brand recognition, social CRM could be used for reasons of storytelling instead of direct sales, e.g., by sharing stories of (both regular and famous) people with hearing problems or people who already wear earplugs. The organization could also create a brand community which serves as a knowledge base with articles on hearing problems, solutions, and prevention initiatives (besides product information). For instance, people with hearing problems could use the proposed community to find trustworthy information about their problems and ask questions to qualified employees.

Possible Topic 2: Viral Campaigns

In general, mouth-to-mouth communication is more convincing than advertising (e.g., because of ad avoidance or ad blindness). From this perspective, viral campaigns (which are also called "word-of-mouth advertising") could be used, because they require that the corporate message is voluntarily shared by the Internet users in order to cause a social ripple effect. The target group of adolescents and musicians also consists of people who are eager to share online information and may create awareness due to peer pressure. One example of a viral campaign is to create videos in which tinnitus risks and prevention are explained in real-life situations or in which experiments are conducted. As tinnitus and hearing loss may happen to anyone who regularly visits places with loud music, the videos may shock and evoke emotions of the people involved or stimulate curiosity of people with little knowledge about the topic. In order to have more influence, the videos may also cover testimonies of recognized musicians or celebrities wearing earplugs. The videos could end with a positive note, i.e., by giving solutions and prevention tips (without emphasizing direct selling). Moreover, musicians or celebrities may act as trendsetters who stimulate sharing to a larger audience.

Note

- Online advertising could be an alternative for or a complement to viral campaigns, as long as the emphasis is not on direct selling and dependent on the budget willing to spend on particular pricing models. Nonetheless, ads focus more on one-to-many communication than on supporting conversations. If ads are preferred, possible websites to buy ad space are festival websites, websites that sell tickets for music events or music stores. Also an audio publishing tool such as Spotify™ can be used to reach a target group that frequently listens to music. As customized earplugs are niche products, the organization could potentially benefit from targeted marketing on the short run.

- The organization could also opt to focus on search engine marketing by combining SEO with SEA. For instance, for reasons of reputation management and to increase the visibility of the brand, it can offer links to external websites with trustworthy information about tinnitus risks and prevention (e.g., Wikipedia™). Nonetheless, if SEO is advised for B2C as the most important topic, then the organization rather assumes that its (potential) customers are already aware of tinnitus and try to find information about the topic by looking for relevant keywords (e.g., "festival," "music," "tinnitus," "hearing loss," or "earplug"). Therefore, the results of SEO will be less proactive than the other initiatives and more likely to reach musicians or people already suffering from tinnitus (i.e., dependent on the keywords chosen).
- Sentiment analysis in the sense of analyzing product reviews and product ratings is rather related to product feedback for reasons of innovation and direct sales (i.e., which are no primary goals in this assignment). Since the actions to be taken are closely related to social CRM, the latter seems more suitable for the organization under study.
- Social network analysis is generally more expensive than viral campaigns, because personal data need to be collected and analyzed first (e.g., by means of social engineering, plus customer data and possibly medical data). Also privacy issues may arise. Hence, if the network data are not available yet (e.g., to identify trendsetters), this investment will rather be used for reasons of direct selling than for brand awareness.

Question
Which social media types and tools would you suggest for B2C? Please explain your choice.

Possible Answer
Although the organization seems to have access to a relatively large marketing budget, it should not necessarily apply all social media types and tools. For instance, based on the social media trinity (see Chap. 2), the organization may start with (1) social communities, (2) text publishing tools, and (3) microblogging. The organization's choice should be guided by the results of an internal and external audit. For instance, if the audit uncovers that many customers (particularly adolescents) are active on Facebook™, then this social community could be used to create a corporate Facebook™ profile. Another alternative (in line with social CRM) is to create a brand community owned by the organization itself. Regarding text publishing tools, the organization could opt to create a corporate blog, which can also be promoted within the proposed brand community and other social media tools in use. Regarding microblogging, Twitter™ could be particularly used to reach musicians as a niche.

Note

- Another possibility is to use video publishing tools, e.g., YouTube™ videos to share testimonies.
- Please note that Wikipedia™'s online encyclopedia cannot be used for commercial information. For instance, in this case, Wikipedia™ could be used for sharing general information about tinnitus or hearing problems, but not for product information of the organization under study.
- We also remind the reader that search engines and emails are not part of a social media type or tool.

Question
Give an example of one social media strategy that you advise for B2C, including two corresponding tactics. Do not forget to apply the SMART rule.

Possible Answer

In line with Fig. 3.2, an extract of a possible B2C social media strategic plan is proposed in Fig. 12.5.

Similar to Chap. 3, the SMART elements are underlined and refer to a certain time interval, social media tool, and/or amount or percentage to measure success.

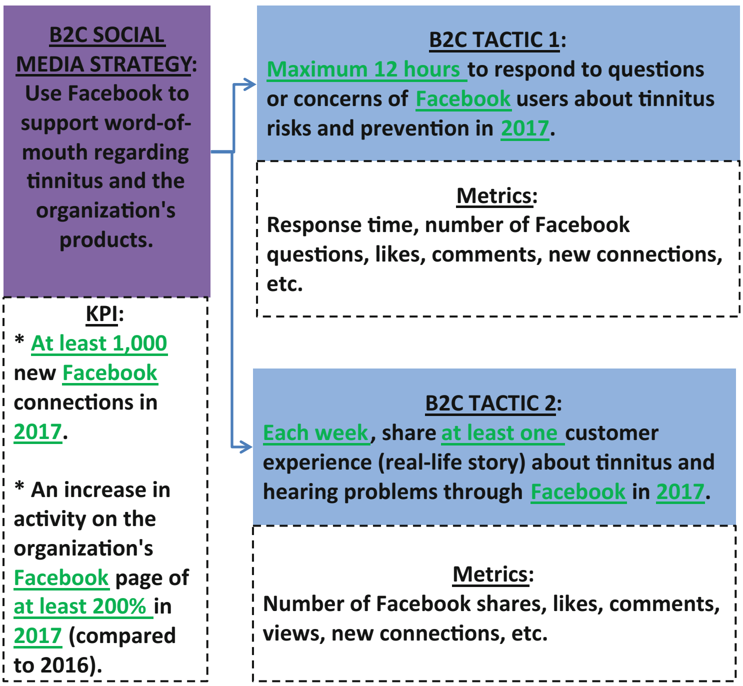

Fig. 12.5 An extract of a possible social media strategic plan for B2C

Note

- Remember that the social media strategy should not focus on direct selling (e.g., no discount vouchers or a targeted number of new customers), but on tinnitus awareness and brand recognition. The aim is to build trust instead of spreading commercial talk.
- Giving away free earplugs seems less appropriate for the organization under study, as it highly values customization. Free tests better fit the organization's way of working but are also more focused on direct selling than awareness (though such hearing tests should rather be conducted by a qualified employee than a quick test through a free mobile app or any other social media tool).
- Alternative tactics exist, for instance:
  - To organize a contest in which people who like the organization's Facebook™ page can win free festival tickets
  - To organize a contest to collect creative videos with testimonies or pictures of people wearing earplugs, e.g., with festival tickets as a reward
  - To create a survey in which people can test the effect of their lifestyle and their knowledge about hearing issues
  - To organize a quiz in tinnitus risks
  - To post general messages that are relevant for the target audience, such as posts about music, upcoming concerts, and information about musicians, in order to stimulate people to follow the organization's Facebook™ page
  - To create a mobile app that warns when noise seems to reach a critical level that may cause ear damage
  - To ask questions about music-related and hearing-related topics
  - Etc.

12.3.2 Advice on Social Media Use for B2B

Question

Choose two topics (i.e., chapters) presented in this book that best fit your B2B advice. Please explain your choice.

- Online advertising
- Viral campaigns
- Social CRM
- SEO
- Business intelligence (sentiment analysis)
- Business intelligence (social network analysis)
- e-Recruitment
- Crowdfunding
- Legal and ethical issues in social media

Possible Topic 1: Social CRM
Social CRM is a way to build long-term relationships with doctors and to learn from their experience in practice. Besides participating in existing medical blogs, the organization can create a brand community dedicated to doctors, which serves as a corporate fan base and a knowledge base for professional questions and answers (Q&A) about tinnitus risks and prevention tips. As the B2B goal involves brand recognition, the brand community should rather focus on (proactive as well as reactive) information sharing about the issue than on sales talk (i.e., no direct sales offers nor pushing product information). Hence, the focus should rather be on social collaboration than social marketing or social sales. As doctors are generally considered as trustworthy, their noncommittal product recommendations are frequently followed by the patients. Doctors' insights can also be valuable for the organization for reasons of product innovation. The brand community should encourage an open discussion forum between specialists and may offer additional services, such as free access to external webinars or keynote presentations on international conferences. For instance, the brand community can be used to share corporate research but also to link to medical news articles (e.g., http://www.medscape.com/) or to other medical blogs and communities (e.g., http://www.sermo.com/, http://en.meltingdoc.com/, https://www.doximity.com/, http://www.imedexchange.com/).

Possible Topic 2: SEO
Investing in SEO may help the organization get its corporate website, blog, or other social media pages higher on a search engine results page and to get more traffic to the corporate website on the longer run. A higher ranking or visibility generally implies that doctors will find the corporate information on relevant keywords more easily by means of natural or nonpaid search traffic (i.e., when doctors feel the need for more information themselves). Possible SEO adjustments are adding relevant keywords (e.g., "tinnitus," "hearing loss," or "earplug") in the URL of the corporate website, repeating those keywords in the content of the corporate web pages, and try to make other social media pages refer to the corporate URL. Furthermore, the content of the corporate website should be professional and with relevant information. Besides optimizing for regular search engines (e.g., Google™, Bing™, or Yahoo!™), also medical-related engines exist (e.g., http://www.imedisearch.com/ or http://pogofrog.com/).

Note

- Please note that doctors should act independently of any commercial organization. Hence, they cannot become a representative or salesman of the organization nor directly prescribe the organization's products. Only a noncommittal recommendation is possible, driven by product quality. Thus, doctors are not customers or clients (i.e., not B2C), but rather partners who do not sell and who do not necessarily use the products themselves.
- Online advertising (as paid search traffic) could be an alternative to SEO, if the targeted content is not focused on direct selling and depending on the budget for

pricing models. Nonetheless, another content is preferable for B2C and B2B, as the interests of the target groups differ. For instance, the ad may contain an input field for doctors to register their email address and receive more information about tinnitus. The B2B ads may also appear on different websites, such as medical encyclopedias or associations.

- A viral campaign could be launched to share an e-book about the topic or a video that reports on a professional (panel) discussion about the problems and risks of tinnitus. Moreover, doctors can indirectly be reached by a B2C viral campaign.
- Similar to B2C, opinion mining of product reviews and product ratings seems less appropriate for information sharing regarding tinnitus (but rather for product feedback, innovation, and direct sales).
- An expensive social network analysis is not necessarily required for the identification of doctors, since simple lists of doctors and their specialism are likely to exist (e.g., on hospital websites, in the Yellow Pages, etc.). Moreover, doctors cannot be equated with sellers and help protect privacy of patient information.
- Since the assignment does not mention a lack of expertise or budget, the topics of e-recruitment and crowdfunding are less suitable for the given organization.

Question
Which social media types and tools would you suggest for B2B? Please explain your choice.

Possible Answer
Similar to the B2C advice, the possible social media types and tools should depend on an internal and external audit (Chap. 3) and may follow the social media trilogy (Chap. 2). For instance, the organization should verify whether doctor profiles are generally present on microblogging tools (e.g., Twitter™) or social communities. Regarding the latter, a professional community (e.g., LinkedIn™) may be more appropriate than a nonprofessional community (e.g., Facebook™). The choice for one or another social media tool may also differ from region to region. Nonetheless, for reasons of social CRM, the organization can also create its own brand community which may serve as a knowledge base for doctors (i.e., as a social community), as well as using an exclusive corporate blog and a wiki or Slideshare™ (i.e., text publishing tools) with knowledge articles about health issues and corporate products (i.e., as a solution to the issues). Hence, the organization can try to position itself as an expert or authority in the field of tinnitus and hearing loss. Furthermore, RSS technology can be used to timely spread newly added knowledge and insights to the subscribed community members.

Note

- Remember from Chap. 2 that search engines (e.g., Google™, Bing™, Yahoo!™) and emails cannot be considered as social media types or tools.

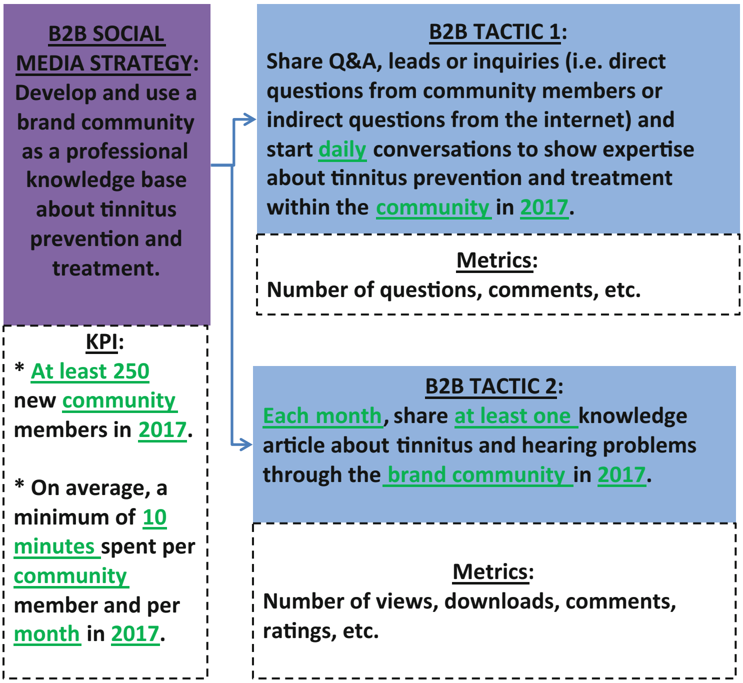

Fig. 12.6 An extract of a possible social media strategic plan for B2B

Question
Give an example of one social media strategy that you advise for B2B, including two corresponding tactics. Do not forget to apply the SMART rule.

Possible Answer

See Fig. 12.6.

Again, the SMART elements are underlined and refer to a certain time interval, social media tool, and/or amount or percentage to measure success.

Note

- Please note that doctors are not customers of the organization. As they do not directly sell earplugs to their patients (i.e., they can only give independent advice to go to a local shop), free (i.e., not customized) samples or discount vouchers for direct selling approaches seem less appropriate for independent doctors.
- Alternative tactics exist, for instance:
  – To share a virtual visit in the corporate laboratory to provide doctors with inside information about tinnitus prevention and research

  - To acquire brand-related recommendations or endorsements for being a valid source of information and research center regarding tinnitus (e.g., on LinkedIn™)
  - To start a discussion forum within the community for doctors to interact with each other and share experience
  - To broadcast medical conferences related to tinnitus or hearing problems
  - Etc.

12.4 Self-Test

- Elaborate on a topic discussed in one of the chapters.
  - Find at least two academic studies and two commercial studies, and discuss in more detail.
  - Conduct a literature study (e.g., what is SEO, why is it used, how, etc.).
- Write an essay that answers the question whether social media are good or bad for doing business. According to your opinion, what are the positive and negative implications of social media? Please critically think through your response and motivate your choice.
- Find one article in a newspaper or commercial magazine that positively/negatively covers the value of social media for organizations in general (e.g., regarding the initial public offerings (IPOs) of social media tools, privacy or security risks, click fraud, bidding wars, etc.).
  - Please argue why the tone of the article is positive/negative.
  - Why did you opt for this article?
  - Can you relate this article to one or more chapters in this book?
- Search online for an example of how a particular organization makes good/bad use of social media (e.g., specific examples of online ads, viral campaigns or social CRM for a certain organization, etc.).
  - To which social media type does it relate?
  - Evaluate the example.
- Search for real-life examples of online ads and viral campaigns. Can you think of a possible social media strategy (with KPIs) and two possible corresponding social media tactics (with metrics) that might be realized by each example? Do not forget to apply the SMART rule.
- Conduct a case study in a particular organization (e.g., by means of an in-depth interview with the person responsible for social media, supplemented by publicly available information on the organization).
  - To which degree does the organization address each topic (i.e., chapter) presented in this book?
  - Do you think the organization makes sufficient use of social media and this by considering its particular context? Formulate suggestions for improvement, if appropriate.
- If a case study is given for a specific organization, can you advise on its social media use and strategy for business to consumer (B2C) and/or business to

business (B2B), for instance, regarding an SME with a small marketing budget or regarding different business goals (e.g., higher sales, brand awareness, image building, product innovation, an improved way of working, better internal collaboration, etc.—see Chap. 3)?

– Please explain which topics (chapters) best fit your B2C/B2B advice, and why?
– Which social media types and tools would you suggest for B2C/B2B?
– Can you give an example of one possible social media strategy that you advise for B2C/B2B (with KPIs) and two possible corresponding social media tactics (with metrics)? Do not forget to apply the SMART rule.

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