Revolutionized Marketing: The Changing Scape of Marketing in the Digital Age

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ABSTRACT

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As defined by Webster-Miriam dictionary, "social media" are forms of electronic communication through which users create online communities to share information, ideas, personal messages, and other content. The term, coined in 2004, has had a very dramatic impact on marketing procedures for organizations ranging from local arts organizations to Fortune 500 companies. Social media outlets such as Facebook and Twitter have evolved from being person-to-person communication mediums to being brand-to-person communication mediums.

While originally social media seemed to be a fad, statistics show that social media has grown exponentially and is here to stay. Many companies have developed digital marketing departments that include content developers and social media specialists. As technology continues to advance and new social media platforms develop, it is a social media marketing specialist's job to keep track of up-and-coming social media platforms, monitor activity across various social media networks, and develop new and engaging content across all social media channels.

Because there is still skepticism surrounding social media, and few hard numbers exist to measure the return on investment of social media, the general consensus is that social media should be treated as its own entity, rather than as an integral part of the new marketing mix.

Through my research, I will study how social media has been integrated into the traditional marketing mix by finding how social media marketing has been treated as a marketing tool, how social media has changed elements of the traditional marketing model, and how organizations measure the return on investment (ROI) for social media. I will research the various uses of social media across multiple organizations including arts organizations, advertising agencies, and for-profit companies in order to develop a clear image of social media for businesses.

INTRODUCTION

In 1994 a popular webpage called Geocities was created and allowed users to generate their own websites. After obtaining thirty-eight million user-generated webpages, the site shut down for United States users in 2009. Following Geocities were Friends Reunited, Friendster, AOL Instant Messenger, MySpace, and many more social networks that lived out their time as a way of connecting people from around the globe. However, this chain of reactions was just the dawn of social media (The Brief History of Social Media).

Since 1994 and an article by *Newsweek* titled "The Internet? Bah! Hype alert: Why cyberspace isn't, and will never be, nirvana", Facebook was started at Harvard and spread to colleges and high schools across the country.[1] Currently, Facebook has 1.15 billion active monthly users and earned $1.81 billion in revenue in the second quarter of 2013. (Melanson).

The development of social media has been a long time coming and has had many predecessors including the telephone, radio, and television. As technology has continued to advance and the ability for people to connect has become easier, the world has become much smaller. However, the struggles of accomplishing successful uses of this technology have arisen. Marketing coordinators and business owners often wonder how much time should be dedicated to digital marketing as a brand management, customer

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[1] This article, written by Clifford Stoll in 1995, depicted the Internet as "trendy" and "oversold." Clifford made claims such as, "No online database will replace your daily newspaper," and "no computer network will change the way government works" (Stoll). Today, only 13% of young adults read their news from a physical paper (In Changing News and Landscapes) and in 2012, the House and Senate set out to vote on the Stop Online Piracy Act and the Protect IP Act (Magid).

service, customer acquisition, or promotional tool. Additionally, marketing executives are concerned with and confused about measuring return on investment.

Marketing in the Digital Age

As audiences become younger and younger, the news landscape has changed drastically. As the consumption of print media becomes less and less popular, the print news industry has become more and more vulnerable. Meanwhile, digital news consumption has increased and many people under the age of 30 are receiving their news from cell phones and other mobile platforms. Since 2010, the number of young people claiming to see news or news headlines on social networking platforms doubled from 9% to 19% (In Changing News Landscape).

Not surprisingly, this has led to the general assumption that the printed news industry will soon become extinct. Global factors for this not only include the increasing popularity of digitization of the news, but also the increased cost for newsprint and print production. Nationally, demographics including age and increased literacy play a key factor in the extinction of print. In the United States, newsprint is expected to become extinct as early as 2017. The rest of the world is to follow shortly after, with the final countries retiring print news around 2040 (Newspaper Extinction Timeline).

However, television still remains a stable source of news and information for viewers. Presently, 55% of people watch news or news programs daily. On the other hand, only 34% of those younger than 30 say they watch television for news (In Changing News Landscape) (Figure 2).

Television Watching Trends

55%

Amount of people who watch television for news.
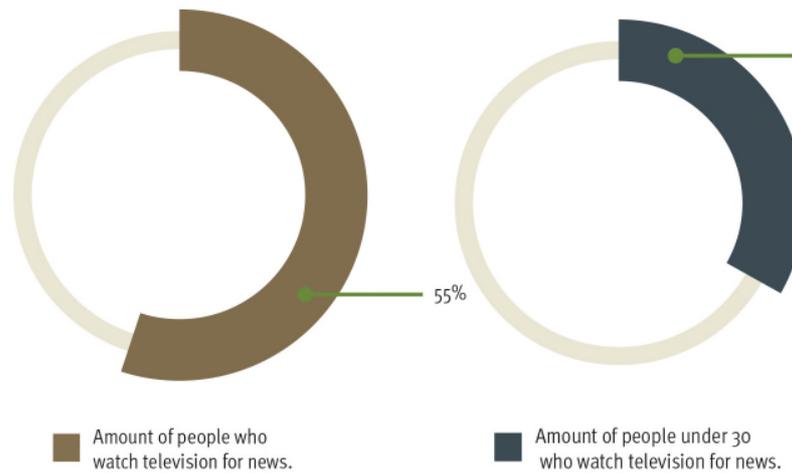
Amount of people under 30 who watch television for news.

Figure 1

In 2011, online adverting became - and still is - the fastest growing marketing medium. Television, however, is where most money for advertising is spent (Frommer). Small businesses, however, are the most likely to fuel their marketing strategies with social media. In a survey by Ad-ology, 3 out of 5 respondents who worked for small businesses said they would spend more resources including money and time, with social advertising this year. Another 20% planned to devote resources to increasing Search Engine Optimization, or SEO (Small Businesses Devote More Resources).

While corporations may have the most prominent brands in the social media world, an ongoing study from 2009 to 2011 determined that small business owners were seeing the greatest results from social media marketing (Stelzner). In 2009, 84.8% of small business marketers believed social media was important for business. This number increased to 90% in 2011. The "importance" of social media included increase in partnerships, customers, and brand recognition. Finally, the survey determined that

marketers have moved from asking, "What are the best [social media] tactics to use?" to "How do I measure the effect of social media marketing on my business?" (Stelzner).

Digital Marketing Concepts

Social media can and has been used for multiple purposes that vary by many business demographics including the type and size of the company. While large corporations may be interested in increasing sales, a small not-for-profit organization's main focus may be to increase awareness for a cause. Reputation management, customer service, customer acquisition, and promotional tactics have all changed due to the way people are now receiving their information. Similarly, organizational values and the way businesses present these values have changed as businesses and organizations become more transparent to their customers through online mediums.

REPUTATION MANAGEMENT

Elliot Schreiber, Ph.D., a clinical professor of marketing at Drexel University's LeBow College of Business, defines reputation management as a company or organization's ability to distinguish itself from a similar organization. He claims that companies with highly respected brands tend to have higher costumer retention during economic downturns and even tend to keep better employees around longer (Defining Reputation Management). Often, however, some of the elements involved in reputation management are out of a business's control – such as how a customer reacts to an

organization's communication tactics or website. Fortunately, companies do have control

over their communication tactics, their brand, their website, and their values.

In the beginning of reputation management, the hospitality industry was the only

industry truly concerned with how people perceived their brand. With the dawn of social

media platforms such as TripAdvisor, Yelp, and Google, guests found it more accessible

to give a hotel a positive or negative review. However, the two extremes – very

exceptional and very negative experiences — are the ones that cause visitors to review a

hotel or recommend it to a friend via word-of-mouth or by digital mediums. Daniel Craig,

consultant of ReviewPro advisor, claims, "Some people simply don't engage in social

media but may recommend your hotel by word-of-mouth…Exceptional on-property

experiences will compel guests to share their experiences" (Craig). On the other hand,

TripAdvisor and other social media reviews are more skewed toward the negative. In a

2012 study, nearly 300% more one and two star ratings were given to hotels. Only one

third of hotels were given a five-star rating. Similarly, guests who have a problem write a

review about it 22% of the time. Guests without a problem, those who have a "middle of

the road stay," write reviews only 9% of the time (O'Neill) (Figure 1).

Online Hotel Reviews in 2012

22%

Likely to give a review for a
negative stay at a hotel

9%

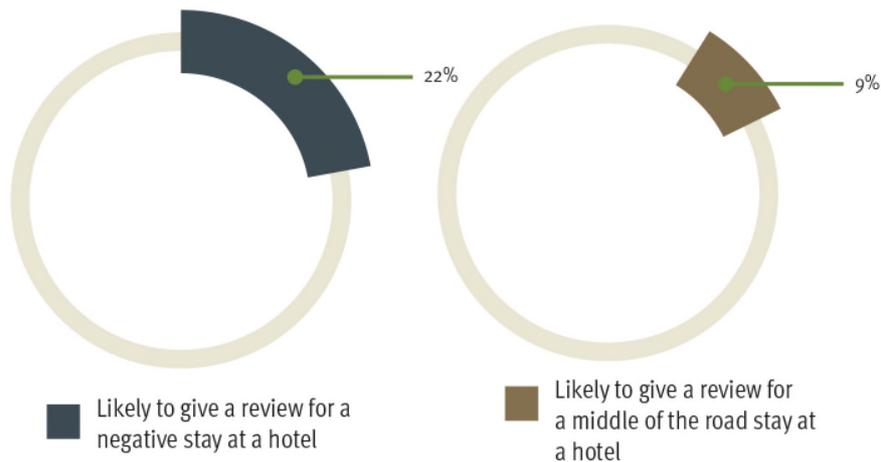Likely to give a review for
a middle of the road stay at
a hotel

Figure 2

While the hospitality industry may have been the first to pioneer reputation management, they are more often than not finding that results from social media reputation management services are somewhat skewed. Surveys used on sites such as TripAdvisor and Yelp can guide the respondent to consider the experience as a whole, rather than one specific instance that stood out. Social media platforms also tend to represent a younger demographic, while the older demographic uses word-of-mouth to spread the news about a specific brand (O'Neill).

The Transformation of Reputation Management

The idea of a business creating, portraying, and maintaining a brand in order to please their costumer falls into a category of Business-to-Consumer Marketing, or B2C Marketing. Business-to-consumer marketing describes the tactics and practices used to promote products and services among consumers (Term: Business-to-Consumer).

Social media has allowed for B2C marketing to transform into C2C Marketing, or Consumer-to-Consumer marketing. Once a brand has been created and implemented and begins to be recognized by consumers, those consumers will then tell their friends, families, and even strangers about their experiences with said brand through online review platforms such as Yelp and TripAdvisor.

Karyn McNay, Marketing Manager at Indiana University Auditorium, describes the transformation of reputation management due to social media by claiming, "The purpose of social media is to have the consumer acting as a content creator. Organizations lose a large part of the control over how they are being presented to the public" (Interview with Karyn McNay).

C2C Marketing has influenced social media platforms, from TripAdvisor to Facebook, to become open forums where people are free and willing to express their unbridled opinion to one another. Therefore, social media does not create a reputation, but rather it builds upon an already existing one. TripAdvisor itself claims, "When it comes to your reputation, social media can't create it, it can only perpetuate it" (O'Neill).

The digital age as well as the ability to communicate quickly has transformed reputation management into damage control. As stated by Schreiber, the way a consumer reacts to a company's communication or website is completely out of the brand's control. However, due to the ability to receive immediate feedback from patrons, brands can now run damage control and fix themselves in order to better please the customer.

McNay's advice to any organization looking to gain more control over their online reputation is to become more consistent in how organizations present themselves in communications to the public. In the case of Indiana University Auditorium, added

consistency makes it clear to customers when a message is "officially" coming from Indiana University Auditorium and when an outside party is creating it (Interview with Karyn McNay). This idea of user-generated content leads to the transparency of an organization. With customers generating reviews, both positive and negative, other consumers are able to see all facets of an organization – the good, the bad, and the ugly.

On the bright side, this transparent nature of social media has been beneficial to some organizations – especially those that had a difficult time shedding their image of "high-brow" before the dawn of social media. McNay claims, "Transparency for our organization has been a benefit." Transparency has allowed Indiana University Auditorium to communicate on a more "human level" about the work that they do (Interview with Karyn McNay).

CUSTOMER SERVICE

Customer service, as defined by business dictionary, is any interaction between a customer and a product provider. This includes interaction from the time of sale and thereafter. Customer service builds relationships, trust, and brand integrity (Customer Service). The most recognizable form of customer service in the twentieth and twenty-first Centuries were call centers.

While there is not a pinpointed date for the beginning of the call center, the first call center was probably started in the 1950s and was founded in order to handle central inquiries at telephone companies (The History of the Call Centre).

Customer service is often associated with the popular phrase, "the customer is always right." Marshall Field, founder of the most popular department store in the world

during the 1850s, Marshall Field & Co., popularized this phrase when he began saying things like, "give the lady what she wants" (Latimer).

The Transformation of Customer Service

The concept and delivery of customer service has changed drastically over the years. While the telephone is still the cornerstone of customer service, companies have found new ways to interact with customers when it comes to providing insight and information on products and services. A large reason that businesses are now turning to digital means, such as social media and instant messaging to communicate with their customers on service issues is because "it's what the customer wants." If a customer prefers to chat online rather than call about a concern or issue with a product or service, then that's how a customer service representative will communicate with them (Why You Should Integrate Social Media in a Customer Service Contact Center).

As technology changes, so do the tools that impact customer service. While the telephone is still a strong component of customer service, self-service channels are becoming more and more popular when it comes to customer service. More and more, employees in customer care centers are finding themselves doing more than just answering phone calls. They are operating web chats, speech and tone recognition services, updating social media, and responding to e-mails.

Cost Reduction

While these new technologies have become integral for quickly providing service for simple transactions, they will not completely dissolve the use of the telephone as a means of customer service. The telephone still allows for customers to feel directly tied

to an organization and to dissolving telephone call centers completely would be to assume that every customer is a social media user.

However, by directing customers in need of a simple transaction to online and digital channels, the customer service costs for the company are minimized and the ability to serve customers with larger needs is increased. It has been reported that providing live chat sessions and FAQs, customers are much more determined to end a transaction as soon as they receive the necessary information. By making the information more publically accessible, customers can help themselves and customer service agents can be more productive and help more customers in a shorter period of time (Amini).

Social media, may, however, begin to put an end to "bad" customer service. As reported by Ryan Holmes at HootSuite, Hased Syed tweeted "Don't fly with @British_Airways. They can't keep track of your luggage." After tweeting this rant, Syed used Twitter's self-serve promoted tweet platform to draw attention to the issue. He put forth $1000 in hopes to having the issue resolved. This was the first time in self-promoted tweets history that a customer, rather than a business, had used the service in such a way. This instance has been coined the first, "promoted complaint." Luckily for Syed, it paid off. After the tweet went viral and was seen by tens of thousands of Twitter users and reported on by TIME and the BBC, British Airways issued a personal apology (Holmes).

While not every passenger who has their baggage lost by an airline can afford to pay $1000 to complain, this instance brought awareness to a customer service revolution that companies cannot afford to ignore. People can quickly voice their opinion to an entire online community, or even rally together to speak their minds through platforms

such as Nevahold. Businesses who don't want to risk these social media mishaps must invest time in running damage control and providing positive customer service.

On the other hand, providing customer service through social media is a large time commitment. It takes lots of research and listening to find complaints about an organization. Because of this, many of the top brands are ignoring their users complaints on social media. In a 2010 study, it was reported that 7 of the 50 top brands only allow company initiated conversations on their Facebook page (Singer). Of these 7 brands, McDonalds, Louis Vitton, Gucci, Disney, and American Express still only allow company initiated conversations.

While providing customer service through social media and digital means seems to become increasingly popular with users, 89% of consumer replies on company Facebook pages go unanswered. Gucci did not reply to a single consumer reply in three months, and only 11 of the top 50 brands responded to more than one complaint, concern, or even praise (Singer).

The issue with engaging customer service through social media is not that these companies don't care, it's that for the first time, companies must speak with, not at, their customers (Singer). As the number of people using social media increases, the number of complaints and concerns posted by customers also increase. It's been found that 26% of consumers in the United Kingdom are complaining more on social networks and 83% of those are unhappy with the response they received. Furthermore, 17.5% did not receive a response at all (Austin) (Figure 3).

Responses to Customer Service

17%

87%

Amount of people who
never received a response
on Facebook complaints

Amount of customers satisfied with
the customer service they receive on
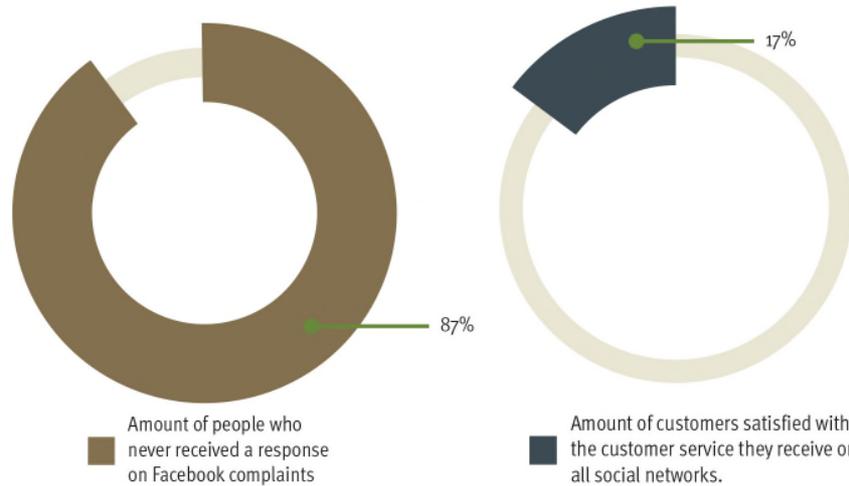all social networks.

Figure 3

Companies are opting out of responding to their customers via social media and rather treating Facebook as a promotional tool. The case is also true with Twitter, where the top brands are only answering less than 40% of questions and it takes at least 5 hours for brands to respond (Heggestuen).

PROMOTION

The advancement of technology has allowed for a single brand or consumer to communicate with thousands of other brands and consumers on a daily basis. These communications can include belittling a brand or praising a service.

Additionally, integrated marketing communications (IMC) has become increasingly important with advancing technology. The purpose of IMC is to produce a customer-focused message in order to achieve an objective, whether the objective is to increase sales or to drive attention to a new product (Mangold). Additionally, IMC

stresses the importance of consistency across all communications platforms. In the past, integrated marketing communications was limited to traditional media. Today, however, the allocation of resources has been spread across multiple channels including but not limited to mass media, print, television, and one-to-one communication. Changes in IMC have also come with the transition from company-driven messages to customer-driven social media interactions (Chernev 125).

With the emergence of social media, however, the tools used for brands and consumers communicate have drastically changed. While Brand-to-Brand Communication (B2B) and Brand-to-Consumer Communication (B2C) used to be the only options of communication for various brands, the ability for Consumer-to-Consumer Communication (C2C) has arisen. This ability for consumers to quickly communicate with one another via digital means has changed the traditional promotional strategy and has led businesses to turn their focus to creating brand evangelists and tribes.

Michelle Kracker, Social Media Manager at Horton Group, a small advertising agency in Nashville, Tennessee, says that clients come to her for various purposes, but most of them revolve around building an online tribe on a specific social network (Interview with Michelle Kracker).

The idea of creating brand evangelists and tribes has left B2B marketers out in the cold when it comes to social media. Many B2B Marketers are struggling with generating content that relates to other brands. Studies have shown that the majority of B2B Marketers do not have a documented content strategy and those that do only have 10-99 employees and are considered a smaller B2B organization. Those who do have a content

strategy in place, including social network implementation and blogging, are more likely to consider their marketing endeavors effective (Pulizzi).

Fortunately for B2B Organizations, social networks such as LinkedIn and Twitter allow for social bookmarking, a process that allows organizations to save and share interesting and relevant articles. Furthermore, LinkedIn has established itself as a more professional network where business-oriented brands and professionals can connect on an intellectual level.

Lack of brand awareness continues to impact B2B organizations and is the top organizational goal for B2B content marketers (Pulizzi). Because many B2B marketers have the goal of driving traffic to their website, LinkedIn is the optimal way to promote their brand. LinkedIn is the biggest source of visits from social networks. It generates 64% of corporate website visits from social media (Fergusson).

The first role of social media when it comes to organizations and businesses is to allow companies and brands to communicate with their customers through platforms such as blogs and social networking websites. The brand or company most often sponsors these media. This first role accommodates B2C marketers, but not B2B marketers (Mangold).

Traditionally, the elements of the promotional mix included content, frequency, timing, and medium of communication and were all, for the most part, controlled by the brand. The information that occurred outside of these boundaries — word-of-mouth communication for example, had little effect on the promotion of the brand. Now, information about products, events, or services generates in the online marketplace, between fans and friends. The promotion of such products is based upon the user

experience (Mangold). If a user finds an experience to be pleasurable, he or she may promote that experience or brand to all of his or her online friends. On the contrary, the dissatisfied customer will also tell his social network. In years past, an angry customer was likely to tell 10 of his friends. In the digital age, a dissatisfied customer is likely to tell 10 million people (Gillin).

Many B2C companies find it easy to utilize multiple social networks because fans are already establishing their reputation and promoting them. For example, Dairy Queen was late on boarding the social media train. Luckily, Dairy Queen is such a recognizable and established brand that their real-life fans soon began advocating for them virtually. Dairy Queen was then able to examine what their fans were saying and doing on social networks and institute themselves alongside their customers. Now, Dairy Queen is well established on Facebook and has over 7 million "likes" — most of which were organic followers, meaning no money was put into sponsored advertisements. These followers found them through word-of-mouth, shares, comments, likes, and most importantly, other fans (7 Reasons Social Media is a No-Brainer).

In the instance of Dairy Queen, the company experienced first hand the impact of C2C marketing. Kracker claims, "It's not about the stories we tell through social media, but stories we get others to tell for us" (Interview with Michelle Kracker). In fact, studies show that people dislike being promoted to by companies via social networks. Even if users opt in to receive these promotions, only 4% of people prefer to see these messages on Facebook and only 1% on Twitter. If companies are promoting to customers online, consumers prefer for it to be via e-mail (Rohrs) (Figure 4).

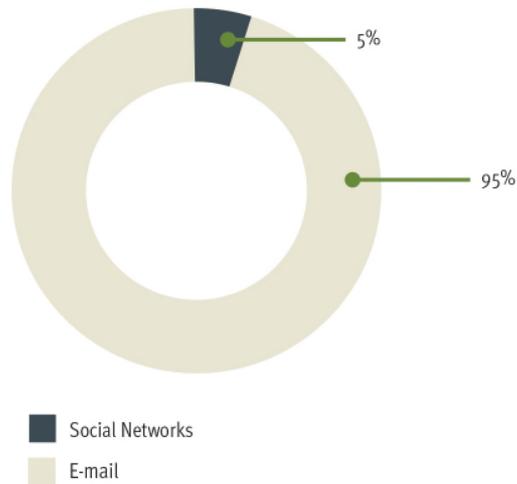## How Customers Prefer to See Advertisements

Social Networks
E-mail

Figure 4

When it comes to social media, customers are less interested in being sold to, they would rather advocate for a brand. In the words of Jay Baer, content strategies and speaker, "Smart companies use social media to turn customers into fans, and fans into volunteer marketers" (Baer).

CUSTOMER ACQUISITION

Traditionally, companies have acquired and retained customers through costly means, i.e., web ads and banners, television commercials, and print promotional materials. These means of spending are considered marketing induced. As of late, however, companies have been able to acquire and retain customers through word-of-mouth communication (Vilanueva). More and more, word-of-mouth marketing is becoming digitized. Traditional word-of-mouth marketing a slow process because it was

just **Brands Customers Trust** that –

word of

20%

10%

70%

■ Trust brands recommended by friends
■ Trust Company Advertising
□ Other
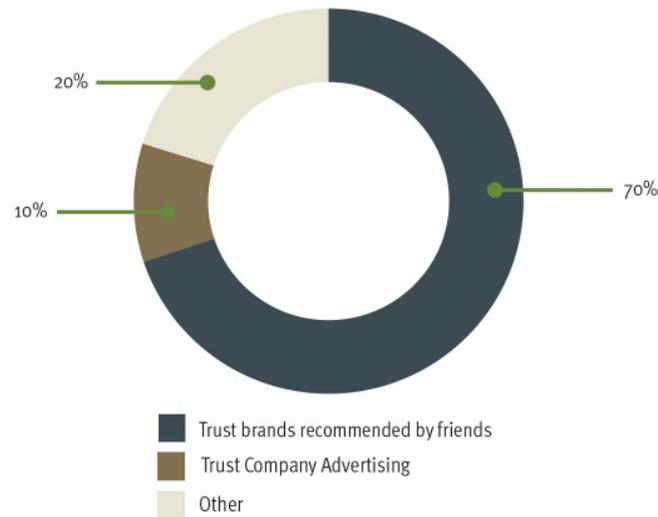
mouth. When people saw their friends in real life, they would tell them of an experience

they had with a specific company. Now, with the digitization of communication, it takes

a matter of minutes for one person to promote a company or brand to all of their friends,

or as companies see them, potential customers. In fact, people prefer to hear of new

brands from their friends. When asked which brands they trust, 70% of consumers claim

they trust those brands that are recommended by friends. On the contrary, only 10% trust

company advertising (Wasserman) (Figure 4).

<p style="text-align:center">**Figure 5**</p>

Customer acquisition has become a matter of convincing customers to become

brand advocates and talk about brands to other potential customers. However, there is a

fine line between blatantly asking customers to advocate for a brand and allowing them to

voluntarily advocate on their own terms.

Inbound Customers

In order to better suit this word-of-mouth preference, marketer's interests are now transitioning to branded content, meaning the generated content is moving beyond grabbing attention and into calling people to action. In the traditional marketing model, it was vital for brands to push their product or service in front of customers. Now, it has become essential that brands pull their customers or potential customers into action for their brand by generated content that initiates conversation and engagement (Stokes).

The pull of customers is considered Inbound Marketing. As defined by HubSpot, Inbound Marketing is a now widely accepted set of marketing techniques focused on pulling relevant prospective clients and customers to your business or products. Inbound marketing has become widely accepted by social media strategists because it simply compliments the way customers now prefer to handle business — online (2013 State of Inbound Marketing).

The cost of acquiring a customer through inbound marketing is slightly less than traditional marketing tactics. In a 2013 study, those who actively participated in inbound marketing spent on average $5 less per customer lead than those using traditional marketing. That being said, the average cost per customer for marketing was $14 less with inbound marketing (2013 State of Inbound Marketing). [2]

Inbound Marketing drives traffic to websites by offering content that is useful for visitors. These website visitors will then, hopefully, become lifelong customers. By

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[2] Inbound marketing is a very popular trend in marketing. There have been various studies from multiple companies such as HubSpot, ExactTarget, and SalesForce on the impact of adopting inbound marketing. For a comprehensive report on the impact of inbound marketing on sales teams, marketing teams, and customer acquisition, refer to 2013 State of Inbound Marketing.

positioning themselves as sources for information, companies can then expect to retain customers.

Aside from providing interesting and engaging content for visitors and customers, providing customer service through social media has become a popular way of retaining customers. Comcast has taken advantage of providing customer service through social media by creating the Twitter account, @comcastcares. While Comcast is notorious for their poor customer service, with videos of cable installation specialists sleeping on couches surfacing daily on the Internet, Comcast took advantage of inbound marketing strategies through Twitter. The account directly communicates with customers and reports any signs of trouble throughout the providing areas (Comcast Cares).

B2B organizations are reaping the benefits of inbound marketing. Agencies lead the pack in terms of who has joined the inbound marketing trend, with 73% of agencies implementing inbound strategies. B2C companies follow close behind with 65% practicing inbound marketing (2013 State of Inbound Marketing).

Hashtag Listening & Newsjacking

Fortunately for B2C organizations, a strategy called "hashtag listening" has proven very successful in acquiring and retaining customers. As defined by Michelle Kracker, hashtag listening is the concept of finding a hashtag in use and making it your own to accommodate your needs as a brand (Interview with Michelle Kracker).

A similar concept, newsjacking, allows brands to take already generated content, whether the content is user-generated or generated by other brands and observe or comment on the news. Due to the transparent nature of social media, competitors of a company can now using newsjacking to see what customers dislike about an existing

brand or the service an existing brand is providing for them. Companies then interject into conversations or stories and turn attention toward their own brand (Interview with Michelle Kracker).

Eric Yale experienced an issue with his cable and Internet in October of 2013. While on hold with the provider for 45 minutes, he signed into Twitter and tweeted about the poor customer service and mentioned the company with "@provider." Within a few moments, another lead Internet and cable provider had responded to his complaint and boasted that they were #1 in customer service. Though Yale did stay with his Internet company and the issue was resolved, this instance opened the door for other companies to listen to relevant conversations and join in when necessary (Yale).

ORGANIZATIONAL VALUES

Successful organizations establish themselves by using their core values as a foundation for their brand. The rise of the service industry allowed for organizations to see the impact of their values on their business. With the service industry on the rise, leaders of B2C organizations found themselves training employees on how to stand behind the brand they work for and its values in order to better sell a product or service (Edvardsson).

IU Communications struggles with maintaining it's brand consistency with all of the voices at Indiana University. Valerie Pena asks, "Is Tom Crean Indiana University? I say 'yes.' He says 'no.'" Valerie says that since Tom Crean works for IU, his messages across Twitter and Facebook reflect the overall appearance of IU, even if his personal values don't line up with those of Indiana University (Interview with Valerie Pena).

Transparency

With the transparent nature of social media and the constant feedback being given by customers, it is necessary that company employees are able to portray a company's core values in order to shed a positive light on their brand. Knowing these core values is essential for employees because as they speak for the brand, they must know how the organization as a whole stands on complex issues and they must be able to voice these opinions accordingly (Edvardsson).

Giving employees more empowerment and allowing them to speak on behalf of a company is becoming increasingly popular. A study with popular internet and telephone service provider AT&T found that with the changing face of marketing comes the changing face of the role of an employee. Companies must now ensure the integrity of their employees, especially those who have a high visibility or are leading other employees. Companies are finding it essential to ensure that employees fully understand the company's vision, mission, and strategy, but are able to "resist the big brother temptation" as the impact of Social Networking tools make businesses more transparent (The Business Impacts of Social Networking).

Whether they want to or not, organizations have become transparent in the nature of their core values. This is because companies can no long control what their employees, clients, or customers say about them online. A quick Google search for a company will bring thousands of results regarding their sales, locations, and their mission and values. Because transparency is inevitable, it's becoming an expectation for organizations to embrace this change (Schroeder).

By becoming transparent with values and the way a company functions, organizations are better able to establish meaningful business relationships with clients, customers, and employees who also share similar values and operate in a similar fashion.

Paul Levy, CEO of Beth Israel Deaconess Medical Center and the founder and author of a popular health care blog, *Running a Hospital,* found that employees work toward portraying their own company's values when they are aware that these values are public. Levy says, "All communications from a company should reflect that company's values" (Galler). Levy started the blog primarily because he wanted to create an online presence that reflected the mission and values of the organization.

One of the first blogs he posted was titled, "What Works — Part 4 — Central Line Infections." He posted the article to report on the staff's goal to lower infection rates and to share their progress. The response from the public unexpectedly increased employee's work moral and caused them to push themselves even further to achieve their goals, all because the results were being publically published (Galler).

In another account, Levy asked higher-up employees to cut back on their salary in order to prevent other employees from being laid off during the harsh economic downturn. Many of the higher-ups admitted that because this information was posted on a public forum, they were more inclined to give back to the other employees (Galler).

Karyn McNay of Indiana University Auditorium is finding that social media has shaped the way the auditorium establishes and communicates its values. She claims, "now that we have greater access to patrons, we have grown the amount of supplemental activities and educational outreach events that we offer." Social media has allowed for the auditorium to show its "human side" and because of this, the organization is now

connecting with patrons on a deeper level and making more of an effort to provide opportunities that assist in communicating the organization's values (Interview with Karyn McNay).

RETURN ON INVESTMENT

While social media has changed the scape of marketing on multiple levels including but not limited to customer service and acquisition, reputation management, promotion, and organizational values, marketers are still struggling to pinpoint a way to measure return on investment (ROI) of social media.

Companies such as AT&T have proposed adopting a new concept of ROI. They claim the transition into social media and digital marketing is "sociological rather than technological, thus it will be difficult to justify with traditional ROI methods" (The Business Impacts of Social Networking). If the traditional business model is moving toward social media and digital methodology, then the key performance indicators must also be adjusted.

Some organizations that do not directly designate dollars to social media argue that there is little investment involved in social media. McNay claims, "the investment itself is very low in comparison to other marketing efforts which have significant cost…social media is mostly a time and labor investment."

On the other hand, Indiana University Communications representatives argue that social media is a huge labor investment. IU Communications invests in more than 3 employees to run their social media on the Bloomingtom campus alone. Between the multiple people on the staff, there are over 70 hours a week dedicated to social media.

Valerie Pena claims, "You really have to invest in employees that will never stop." She adds that it's a 24-hour, 7 day a week job. Additional, Pena claims, "The real investment in social media that you can never stop." (Interview with Valerie Pena).

Based on IU Communication's staffing model, and using the average university salary costs for Social Media Manager positions, the annual labor cost devoted to social media is upward of $90,000. For many organizations, expenditures like this would require ROI analysis (Marketing Coordinator Salaries). Nationally, the average United States Social Media Manager receives just under $100,000 a year (Figure 6), which calls for ROI analysis (Social Media Marketing Manager).

Average Salary of Social Media Marketers (Education Sector)

$95,350.00

$98,549.00

■ Bloomington, Indiana Average Salary

■ U.S. National Average Salary

Figure 6

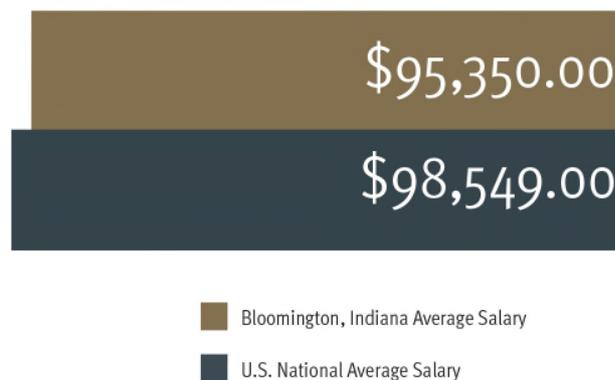Organizations are realizing that measuring ROI is becoming a pressing issue for many marketing managers. In 2009, the most popular social media related questions revolved around best social media practices. In May of 2013, measurement is one of the number one issues pressing social media and marketing managers. A significant 87% of

Revolutionized Marketing   27

Figure 7

marketers want to know and understand how to measure their ROI for social media

activities (Stelzner) (Figure 7).

Marketers who want to understand ROI of Social Media

87%

Marketers who claimed to want to understand

Figure 7

The Social Media ROI Equation

While the traditional equation for Return on Investment is (gains from investment

– cost of investment) / cost of investment, many factors come into play when looking to

measure ROI of social media. The most integral factor in the social media ROI equation

is the purpose of an organization's social media strategy.

In the case of reputation management, the goal for a social media strategy should

be to maintain a positive image as a brand and bring new followers and customers to the

organization. For example, in 2009, rock legend Dave Carroll brought down United

Airline's reputation after the baggage handlers for the company destroyed his $3,500

Taylor guitar. Carroll posted a series of videos on YouTube titled *United Breaks Guitars*.

The videos soon went viral and the airline's reputation was soiled. Eventually, United

offered Carroll compensation for his damaged guitar, but Carroll turned them down. He stated in an interview, "I see this as an opportunity to turn lemons into lemonade." Carroll's declination of the compensation gave United the opportunity to restore their brand (Hopper).

While the hours put into restoring their brand and reputation should be considered when calculating this organization's Return on Investment, what should those numbers compared to? United should look to see if they lost customers from the incident or gained customers from the publicity Carroll created for them.

Similar to reputation management, customer service offers organizations with the opportunity to take feedback and better their company. Erik Qualman proposes the opportunity for listening and suggests that it should be considered an essential way to make social media worthwhile. In his example, he suggests that if someone were to post to a social network, "Anyone else hate this Tim Horton soupspoon? Just spilled on my dress again! Argh!" While the post may seem nonsensical and in fact a bit nit-picky, when a significant number of people click the "like" button, the issue becomes a reality. If Tim Horton's were to listen and thus change their spoon supplier or improve their product, they may gain or retain more customers and thus, their ROI as far as social media is concerned is very high (Qualman).

In the fictitious example of Tim Horton's, factors to consider in calculating ROI would be the time spent in tracking down this negative post, time spent responding to the post, and time and efforts spent in getting new spoons. However, Time Horton's should also consider the long-term successes of the new spoons in order to accurate determine the ROI of this social media action.

When it comes to customer acquisition, an organization must consider the value of a customer when determining ROI. While there have been many studies on the value of a follower on Facebook or Twitter, the value of a customer varies drastically based on the size and function of the business.[3]

As inbound marketing becomes increasingly popular in the world of customer acquisition, marketers who are looking to spend more money on inbound marketing in the coming years are looking for definitive answers in terms of ROI. Studies show that many marketers are attached to tracking the "hard numbers" that matter to executives (2013 State of Inbound Marketing). However, it has become increasingly difficult to give hard numbers when determining ROI in a field such as social media.

When it comes to organizational values and promotions for businesses, "reach" becomes a statistic that marketers are drawn to. Marketers are turning to Facebook's "reach" analytics to determine how many fans or customers are hearing or understanding the organization's goals, mission, and values and how many are learning about a new product or service.

Goal-Based Measurement

The hard numbers that marketers receive from analytic reports seem impossible to understand without comparing them to something. Similarly, organizations seem to get bogged down in the details of these hard numbers. David Scott claims,

"Web site traffic doesn't matter if your goal is revenue (however, the

traffic may lead to the goal). Similarly, being ranked number one on

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[3] The most publicized of these studies, conducted by Syncapse, determined that a single Facebook "like" is worth $174.17. It was determined by studying spending habits of those who "like" brands on Facebook versus those who do not (Smith).

Google for a phrase isn't important (although, if your buyers care about

the phrase, it can lead to the goal)" (Scott 34).

While Indiana University Auditorium may believe that investment for social

media is low, they do have a successful way of measuring ROI. Like many organizations

using social media, IU Auditorium tends to look at the reach of their posts, number of

followers on various social networks, and the number of participants in their contests.

However, due to the ever-changing product the auditorium offers, they have added an

additional element to their ROI measurement strategy — goal making.

Because the product at the auditorium is always changing, it becomes increasingly

difficult for them to measure ROI of Indiana University Auditorium's social media

strategy as a whole. Instead, McNay says the marketing team creates goals for each post

as far as reach and engagement is concerned, then asses the level of success and make

adjustments accordingly (Interview with Karyn McNay). By measuring the success of

each post in comparison with the product, they can find more meaning in the hard

numbers and statistics they provide.

These goal-based measurements also referred to as performance-based learning,

prove to be successful in training employees to address specific downfalls in marketing

plans and learn new skills to improve these downfalls. By focusing on outcomes rather

than information and statistics, expectations are set for employees and goals are made

that must be reached for investment to be worthwhile (Hilgers). The information obtained

from studying social media analytics means nothing if social media managers cannot

apply what they have learned in order to improve their strategy.

CONCLUSION

Those that know how to use social media and are using it well find it the most useful. It was reported by Ziff Davis that for many businesses, social media lies somewhere "between art and voodoo." Those that know how to use social media see significant benefits at lower costs. Those that just don't understand it see their competitive advantage fall (Why Social CRM is Important to Business).

There are currently 100 hours of video uploaded to YouTube every minute (Statistics). If an organization commits to using social media to further their marketing strategy, then it is essential they create interesting and new content, not just more noise and saturation.

In order to successfully use social media, organizations must first know and understand their goals as in institution. By creating goals, marketing manager will be able to determine which audiences they need to reach, and thus, on which networks they must develop a presence.

While many marketers are looking for hard numbers, the fact of the matter is, there may never be hard numbers to show for social media. This does not, however, mean that social media has no worth. Social media should be used as an extension of an already existing marketing plan in order to reach the goals of an organization as a whole.

Erik Qualman once claimed, "The ROI of Social Media is your business will still exist in 5 years" (Socialnomics). Social media brings more personalization to an already existing brand and makes the brand more relevant in a society gravitating toward digitization and digital technology. While ROI of social media may never be defined in a numerical equation, social media has proven successful in reaching goals of providing

customer service, managing brand reputations, promoting products and services,

expressing organizational values, and acquiring new customers. Thus, social media has

integrated itself into the business world and social media users have established social

media as being a very integral component in the new marketing mix.

APPENDICES

Appendix A – Interview Questions

1. Tell me how the following things have changed for your organization on account of social media.

-Reputation Management
-Customer Service
-Customer Acquisition
-Promotion

3. How do you address the transparent nature of social media?

4. How do you think social media impacts or shapes your organizational values?

5. How do you measure ROI of Social Media?

6. And just for fun...what would you say to someone who thinks social media is just a fad?

7. Any final comments on the subject of social media?

Appendix B – Interview with Karyn McNay

1. Tell me how the following things have changed for your organization on account of social media.

-Reputation Management

In my experience, the changes are mostly in the amount of control an organization has over their own image and branding. Because the purpose of social media is to have the consumer acting as a content creator, organizations lose a large part of the control over how they are being presented to the public. As such, we have become much more purposeful and consistent in how we are presenting ourselves in communications with the public. Added consistency makes it more clear to our customers when messaging is coming "officially" from IU Auditorium, and when it is being created by an outside party.

-Customer Service

In terms of customer service, Social media has served mostly as an additional communication tool. It has allowed us a more immediate way to message our constituents and alert them to information that may affect their IU Auditorium experience. It has not replaces other communication methods, but has become a useful supplement.

-Customer Acquisition

I wouldn't necessarily say Social Media has improved the ability to reach new audiences, but it has definitely altered the way in which we reach them. Because there is such an onslaught of media interference in people's lives today, traditional advertisement can sometimes feel like white noise—customers are becoming accustomed to tuning-out the messages around them. Social media provides a way for organizations like ours to connect with potential customers through other individuals they know/respect/trust. It helps to validate our presence as something worth paying attention to. Utilizing this also adds to the marketing mix to ensure that no matter what type of media the customer id experiencing, our message is going to reach them on at least ONE of those platforms.

-Promotion

Social Media has definitely changed the world or promotion. Almost every promotional event/opportunity has a social media component. This serves us two-fold. 1) it allows us a greater reach for our promotions, and 2) it drives more potential customers to our social media sites so that we may reach them for future marketing efforts as well. It has made

connecting with partnering businesses and potential customers who may participate in promotions much easier. Where planning and building promotions may have taken weeks to plan and prepare, we can have a successful contest up and running in hours if needs be. These social media platforms not only serve as a place for advertisement, they serve as a place of customer engagement, where our patrons can take ownership of their relationship with IU Auditorium.

3. How do you address the transparent nature of social media?

Transparency for our organization has been a benefit. Transparency allows an organization to communicate on a more human level about the work that we do. While we try not to over-saturate our followers with information they don't need, or simply too much of a good thing, Having the ability to put a human face on the work that we do, and share all of the amazing things that take place within our walls has been incredible.

It is difficult, as expressed in an early answer to maintain a clear brand an image, when we begin sharing more, and inviting others to share more, but pre-social media, the Auditorium was pretty limited in how we could share with our patrons. We have incredible events, and free opportunities to do amazing things—like going backstage at a Broadway show, or meeting world-class entertainers, or listening to pre-show talks by the artists as they discuss their work and being able to ask them questions—and social media allows us to spread the word in a way we never had before.

 4. How do you think social media impacts or shapes your organizational values?

Now that we have greater access to our patrons, we have definitely grown the amount of supplemental activities and educational outreach events that we offer. Because social media has allowed us to show the human side or our organization, we are now connecting with our patrons on a deeper level, and making an effort to provide opportunities that deepen that connection further.

5. How do you measure ROI of Social Media?

It's very difficult to measure, yes, but luckily the investment itself is very low. In comparison to other marketing efforts (i.e. print advertisements, web ads, etc.) which have a significant cost, social media is free—less the cost of human capital. It is mostly a time/labor investment.

It does take a concerted effort to do social media well, and we are always striving to improve our reach and effectiveness. Mostly we measure the number of our followers, the reach of our posts, the participants in our contests, and try to gage the trends. Our business has a distinct disadvantage in that our product is constantly changing, and the target demographic of each product is vastly different. As such, it is hard to gage success between efforts for separate shows. The lack of interest in social media efforts for one production versus another may have more to do with the level of interest our social media followers have in a certain act, more than the specific way our social media efforts were

managed. In essence, we made a goal of how many people we would like to reach/have participate, try to reach those goals, assess the level of success, and make adjustments for the future.

 6. And just for fun...what would you say to someone who thinks social media is just a fad?

Honestly, I can't say they are right or wrong. Social Media as we know it will inevitably go through some major shifts and changes as technology progresses, and people will find new ways to connect with the world around them. I am definitely not implying that one day all social media will disappear and people will once again communicate the way they did in 2003, but with the rate of technological change, there is no way to predict what may come to replace our current social media outlets.

7. Any final comments on the subject of social media?

Isn't it the BEST/the WORST? ☺

Appendix C – Interview with Donna M. Lafferty (Bloomington Symphony Orchestra)

1. Tell me how the following things have changed for your organization on account of social media.

-Reputation Management

We're a non-profit symphony orchestra, so for us, reputation amounts to our perceived value as compared to that of other local arts and cultural institutions. Social media has enabled to change people's perception of us from "stuffy and exclusive" to "fun and inclusive" because it really makes people aware of our identity and brand.

-Customer Service

I'm able to be more responsive to questions and requests, and the fact that I do this in public (ie., on twitter or facebook) means every who follows us can see that we are, in fact, responsive and helpful.

-Customer Acquisition

Definitely seeing an increase in interest by younger audience members.

-Promotion

Reinforces the other things we do to raise awareness and promote our orchestra; I tie email newsletters into facebook posts, tweets, website updates, etc. It's much more integrated now.

2. How do you use social media to

-Manage your reputation?

Sharing/posting pictures of events is always big (tagging pictures is especially useful in creating a "human face" for the organization)

-Provide customer service?

My answer in question 1 addressed this - I can be faster in responding, and many other people can see how I respond.

-Acquire new customers?

Target concerts to demographics to which they would appeal; getting shared and re-tweeted brings us into new markets that we would otherwise not have access to.

-Promote your business/products/services?

Same as the last question, really.

3. How do you address the transparent nature of social media?

I embrace it. I think it's the biggest advantage - we have nothing to hide, and everything to gain from being totally open with our followers.

4. How do you think social media impacts or shapes your organizational values?

Makes things more fun, but it doesn't change our core values or what we're providing. It does help us assess what our audience members are looking for, though, and that can help with strategic planning.

5. How do you measure ROI of Social Media?

We really don't.

6. And just for fun...what would you say to someone who thinks social media is just a fad?

I actually have a board member who poo-poos facebook and twitter. He's older, and likes to do things that worked 30+ years ago. I tell him that he's missing out on potential new markets, it's FREE, low-risk, so why NOT give it a try? It doesn't mean we have to drop some of the old stuff...just make use of the new stuff, too.

7. Any final comments on the subject of social media?

Not really.

Appendix D – Interview with Michelle Kraker

J: Tell me about the process for developing a social media plan both internally and externally. How do you work with client's marketing departments and your own marketing department?

K: This varies across the board. Some clients come to us looking to get leads to their website, to build a tribe online, or to build a tribe on a specific network – like Facebook, Twitter, Pinterest, and Instagram. Recently, our clients have been looking for traffic to a specific product or service, which has made things a bit different on our end. We're posting links to ticketing websites and product websites and connecting with people who are interested in going to the event.

Basically, if the client doesn't reach that goal, we've failed. If the client is an event company and they sell 0 tickets to the event, we've failed at engaging and reaching out to customers.

Horton works in a 30 day cycle, but we encourage clients to sign a 6 month contract. This gives us time to build results. We use a product called Woobox to run contests and posts links. It's the best third party application we've come across lately. It's really an application can use for everything and everyone.

We do have key dates that we work with on the client. These dates are for certain events, deadlines, and goals. We work closely with their marketing department to make sure we're hitting all these dates. There really can't be a disconnect between us and their internal marketing department if they have one. If we're their marketing department, however, it's a lot easier because we can communicate with each other quickly.

J: So when does a client come to you looking for social media help?

K: Social media is really just an extension of what the company has going on. If they have an upcoming event, they probably already have a marketing plan for it. I come in and add the social media part of it.

The social media portion because fully integrated into their marketing plan. Everything cross-pollinates.

J: In your opinion, which social network is the most efficient?

K: Like I said, everything should crossover between networks. So it's really hard to pick just one. Each has it's benefits. Facebook is more conversational, while Twitter is real time. Another great question to ask a client is whether they're interested in B to B or B to C marketing. This changes everything! If you're B to B, you may be more interested in making professional connections on networks like LinkedIn. But I your B to C, you're probably more interested in being transparent and showing your company off to your

customers. This works best with Facebook, Twitter, and pretty much every other social network can be customized to fit that.

J: Tell me about your experience working with non-profit organizations on social media strategies.

K: My first job was actually right out of college and was with the International Interior Design Association (IIDA). I started as a marketing specialist and was basically working on marketing events for regional chapters. I would set up the events, help with implementing a marketing plan, and would reach out to people who may be interested. I started the job right when social media was about to blow up. Basically, I started doing some things on Facebook with the company and was able to work with regional chapters and gain a lot of leverage from their members. I asked their members to join our page on Facebook, which gave us a huge amount of visibility.

My boss then asked me if she were to throw my two responsibilities - marketing and social media marketing - into the air, which one I'd catch. I immediately said social media, and that's when I got my new titled as social media coordinator.

Working with IIDA was a bit different than what I'm doing now because we already had this huge fan base that we could tap into. Now, I'm trying to create the fan base for other companies.

J: What do you think is the future for social media?

K: First off, let me say that social media will always be changing….and people say they're social media experts are full of shit. How can you be an expert on something that's always changing?

Something I have noticed recently is that social media campaigns are getting away from sales…or at least direct sales. It's kind of like you have to be sneaky about how much your pushing a product, because people are smart. Social media is all about transparency and people see right through company's sales pitches. A great example of this is Marie Claire's Vine. They've started something where they post something called "6 seconds of Marie Claire…" or something like that. Anyway, they post a lot of footage and photos of products they're using, but it's more about the story of getting ready for the next issue of Marie Claire.

Social media has also gotten away from traditional SEO and has turned it into Social Engagement Optimization. Everyone's wanting…everyone knows they need social media, but they don't know what networks they need to be on, how much time to spend online, and how much time it actually takes.

There's this great chart I think you'd enjoy, it basically maps out the 40 hour work week of a social media manager. It's insane when you really think about all the time that goes into this business.

Another new trend is "Hashtag Listening," which is when you find hashtags rather than creating them. You turn it into something of your own, or you just jump on a trend.

Newsjacking is also huge. Do you know what that is?

J: No

K: Well it's when a conversation is trending, so whatever conversation is trending at that time, you can plug your own content. Give feedback on the topic, but it's also detrimental. It's all about timing. If some natural disaster happens and you plug in a sales pitch – you're company is going down.

This all ties into transparency, too. Transparency is key with social media. A lot of people asked me at a conference last week about responding to negative feedback. You can't just ignore it! You have to do something about it. Even if it's just posting a polite comment back letting them know you're working on the error, or even apologizing for the inconvenience. Sure, I may delete it eventually, but DON'T delete it right away.

Did you hear about Amy's Bakery? Basically, she lost it and was responding to all this negative feedback in the harshest way possible. Then, if anyone continued to give her crap, she deleted their comments. You should look into it.

J: What do you have to say to people who say social media is just a fad?

K: Well…after I punch them in the jugular. Just kidding…but really…

One thing I find really interesting about social media is that it needs to be fully integrated and immersed into a marketing plan, but it also has to be it's own strategy since it's kind of new and always changing.

I also see social media going into the transition from being a luxury to being a necessity. The proof is in the pudding and if you're not on it, you're missing out on a HUGE demographic of customers.

I think something I've learned in the past few years and since working here is that mobile is going to be huge, micro video is going to be huge – like Vine and stuff. This is going to change the whole social media ball game and it's a great time to get on board with this. Because the train is leaving with or without you.

Appendix E – Interview with Valerie Pena

J: Tell me about how IU Communications uses social media and about your social media strategy

V: Indiana University has a huge group of alumni already talking about us online, so for us, social media, especially Twitter, has been the ultimate source of Guerilla Marketing. So we have one guy, Tom Atkins, who runs all of Indiana University Bloomington's communication. But for IU, social media is a bit different because we're dealing with Higher Education. We're still relying on traditional means of targeting our audience by looking at demographics, but different demographics effect who we target. For example, I'm 51 and my Mom was raised in the 50's. My boyfriend, on the other hand, is the same age, but his Mom was raised in the 60's. This means we grew up in two completely different households. His family was listening to rock music and my mom wasn't. That changes the way we grew up and how we decided to go to the schools we went to. Anymore, it's hard to find the exact information we need to target people. The Kelley school said they were going to buy GoogleAds, but then you're just tracking clicks, etc. You still have to figure out who your target market is.

Social media is a network connection. It's essentially just word of mouth. But before, when people spread the word, it was to one person at a time, now, it's too all of your friends and sometimes even more.

Our social media strategy involves lots of interaction, but not a lot of information about our personality. Tom is all about the analytics and when to post, but I think with social media, you need a bit of banter and friendliness. It's hard though with an organization like IU. The Enrollment Management (OEM) is great about this! They create these class pages that don't event exist yet. Like "IU's Class of 2020," people can join this network and be a part of something.

J: So you have lots of schools within IU, obviously, and lots of alumni. Who do you think are your brand advocates?

V: I'd say the big schools, like Kelley, Jacobs, Mauer, are definitely a huge part of our brand because of the name. They have a sense of prestige and a huge group of alumni. But I'd say schools like The School of Ed have a great opportunity with social media to expand their reach. Each school has it's own social media department.

Faculty, Students, and Alumni can also grow this network, and we have a lot. I mean…I'd say…I guess 100,000 people that are part of IU Bloomington's social network alone.

I have a friend who owns a landscaping business. He has a storefront and everything with displays, but he is very traditional. No website, no online ads, and definitely no Facebook. His entire marketing strategy is word of mouth. He's in this place where he's

growing and getting lots of new clients, but he doesn't know what to do because if he wants to grow, he has to hire new people, but he's already successful as it is. His business is one of those that make marketers kick themselves. It's like they do nothing for marketing except do a great job!

He doesn't have to hire anyone else because his customers do his marketing for him and as far as being cost effective, social media is a great way to do it. There are two ways to market – there's buying ads and spending money, or investing in a low-cost strategy like electronic media. Everyone wants to save money and everyone is with social media, but it's also a huge investment.

J: So you talked about how every school has their own marketing, so how does IU Bloomington generate content for social media?

V: Personalization is everything in electronics and we kind of have a problem with that because IU isn't just one person. I mean, take Tom Crean. Is he IU? I say yes, but he says no. So his Twitter is pretty Christian-based. Lots of his tweets talk about God and it's like "Does this reflect on IU?" Well, yes. It does. And when he has followers or is engaging in conversations with followers who are outwardly against the LGBT community, that's kind of everything IU isn't.

But with Higher Education, we can't do anything about it. Higher Education, because of Freedom of Education, is one of the only industries where you could receive a paycheck from the school you work for, and then outwardly bash them online with no repercussions.

We have a few challenges with Social media, and one of them is having fun with social. We can push events on campus as much as we want, but we can't really add personality to our brand because we aren't 1 person. We are 100,000 people! That's where this Tom Crean stuff comes in. Is he speaking as IU?

We probably have 200 audiences when it comes to our different schools and alumni. And it's kind of like with my Alma Mata. They [Oklahoma State] made to a BCS bowl and they posted something about it on Facebook, so I liked it. And now they're stuff is showing up in my news feed. But when I see they've added a Journalism School, I don't really care.

So it kind of leads to this gray area when it comes to social media. We have to find our audiences and find the content that is interesting to them. But then it's a question of Is it marketing or are we just finding a connection?

Weareiu.com is a great example of a fun use of social. But it was pretty controversial to start with. First of all, they chose a .com which was a big deal. But OEM started this blog essentially to let IU speak for itself. Students told their stories. It's VERY successful

because they don't really monitor it. They let people post what they want with certain limitations and they do the promo for it.

J: Can you tell me about how you measure ROI? Who works for you, how many hours are put into social media, and if you use any sort of formulas.

V: Well, the Social Media department was started under PR, it was News & Media. We have Tom Atkins who does all the social for IU Bloomington. We have another person at IUPUI. We try to keep the campuses separate just because it's more relevant. So Tom and some student interns work on social media.

Tom is full time – 40 hours a week — and then we have someone who puts in around 20 hours a week and a few students who put in about 5-10 hours a week. Social media for us has been a huge investment, and we're still trying to figure it all out. It's interesting because it's kind of old news, but it's still new.

We don't really measure ROI, because until there's a definite way to measure, I don't think it can really be considered it's own area of marketing. Just a tool.

J: How about setting goals? Do you ever use goal-based measurements when looking at social media results?

V: Yeah! That's a very great way to measure. That way, we know what we need to change and if we're creating good content or bad.

I think the real pay off for social media is the immediate turnaround. Like last year when we were in the tournament, we were live tweeting and Facebooking. When the team would arrive at the airport, we'd have people waiting. When there was a pep rally, we'd have great turnouts and the only marketing we used was social media. I think this is because people like the idea of only being able to hear about this thing on social media. If you don't hear about it or read about it on Facebook, you're missing out.

The real investment with this idea of immediate turnaround is finding people who are willing to commit to doing this job 24/7. I mean, they don't need to be checking it all the time, but they need to be responding in a timely manner and ready for anything at a moment's notice.

And finally, it's an investment in the sense that you can never stop. You can't just stop your social media presence. It doesn't work like that.

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