Stephan Dahl

Social Media Marketing

Theories & Applications
Social Media Marketing
SAGE was founded in 1965 by Sara Miller McCune to support the dissemination of usable knowledge by publishing innovative and high-quality research and teaching content. Today, we publish more than 750 journals, including those of more than 300 learned societies, more than 800 new books per year, and a growing range of library products including archives, data, case studies, reports, conference highlights, and video. SAGE remains majority-owned by our founder, and after Sara's lifetime will become owned by a charitable trust that secures our continued independence.
Stephan Dahl

Social Media Marketing

Theories & Applications
# Contents

*Key to icons*  
*About the author*  

INTRODUCTION  

**PART 1 UNDERSTANDING ACTORS IN SOCIAL MEDIA MARKETING**  

1 CONSUMER TRIBES AND COMMUNITIES  
   
   Chapter Overview  
   Learning Outcomes  
   Towards Tribal Consumption  
      The 'Usefulness' of Social Media  
      Consumption in Context: From Exchange to Experience  
   *ThinkBox: Symbolic Consumption*  
      The Social Context: Subcultures and Tribes  
      The Emerging Importance of Subcultures  
      From Subcultures and Neo-tribes to the Tribal Mainstream  
      Tribes or Brand Communities  
   *ThinkBox: Tribal Consumers*  
      Tribal Consumers and Traditional Marketing Concepts  
   Summary  
   Research Directions  
   Research Highlight: Netnography  
   Case Study: The Locker Room  
   Further Reading  
   References  

2 USERS AND CO-CREATION OF VALUE  
   
   Chapter Overview  
   Learning Outcomes  
   Control and Co-creation of Value  
      Control  
      Co-creation  
      Experience Economy  
      Co-creation Concept  
   *Think Box: Service or Product?*  
      Value  
   *ThinkBox: Value*  
      Creating Value  

---
# CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ThinkBox: Web 1.0 Thinking vs Web 2.0 Thinking</strong></td>
<td>82</td>
</tr>
<tr>
<td>Theoretical Underpinnings</td>
<td>82</td>
</tr>
<tr>
<td><strong>ThinkBox: Social Contagion</strong></td>
<td>85</td>
</tr>
<tr>
<td><strong>ThinkBox: Uses and Gratifications</strong></td>
<td>87</td>
</tr>
<tr>
<td>Summary</td>
<td>88</td>
</tr>
<tr>
<td>Research Directions</td>
<td>89</td>
</tr>
<tr>
<td>Research Highlight: Facing Facebook: Impression Management Strategies in Company–Consumer Interactions</td>
<td>89</td>
</tr>
<tr>
<td>Case Study: Curators of Sweden</td>
<td>90</td>
</tr>
<tr>
<td>Further Reading</td>
<td>91</td>
</tr>
<tr>
<td>References</td>
<td>92</td>
</tr>
<tr>
<td><strong>5 G AMING AND HYBRID PLATFORMS</strong></td>
<td>95</td>
</tr>
<tr>
<td>Chapter Overview</td>
<td>95</td>
</tr>
<tr>
<td>Learning Outcomes</td>
<td>96</td>
</tr>
<tr>
<td>Gaming and Hybrid Platforms</td>
<td>96</td>
</tr>
<tr>
<td>Early Video Games</td>
<td>96</td>
</tr>
<tr>
<td>From MUD to Second Life and Virtual Worlds</td>
<td>97</td>
</tr>
<tr>
<td><strong>ThinkBox: Hyperreality and Virtual Worlds</strong></td>
<td>99</td>
</tr>
<tr>
<td>In-game Advertising and Advergaming</td>
<td>100</td>
</tr>
<tr>
<td><strong>ThinkBox: Advergames</strong></td>
<td>101</td>
</tr>
<tr>
<td>Theoretical Models</td>
<td>101</td>
</tr>
<tr>
<td><strong>ThinkBox: Social Cognitive Learning</strong></td>
<td>102</td>
</tr>
<tr>
<td><strong>ThinkBox: L4MP and Flow</strong></td>
<td>104</td>
</tr>
<tr>
<td>Gamification</td>
<td>104</td>
</tr>
<tr>
<td><strong>ThinkBox: Gamification</strong></td>
<td>105</td>
</tr>
<tr>
<td>Summary</td>
<td>105</td>
</tr>
<tr>
<td>Research Directions</td>
<td>106</td>
</tr>
<tr>
<td>Research Highlight: Hyperreality</td>
<td>106</td>
</tr>
<tr>
<td>Case Study: Doritos’ iD3 Brand-building Game</td>
<td>108</td>
</tr>
<tr>
<td>Further Reading</td>
<td>109</td>
</tr>
<tr>
<td>References</td>
<td>109</td>
</tr>
<tr>
<td><strong>6 MOBILE AND LOCATION-BASED PLATFORMS</strong></td>
<td>113</td>
</tr>
<tr>
<td>Chapter Overview</td>
<td>113</td>
</tr>
<tr>
<td>Learning Outcomes</td>
<td>114</td>
</tr>
<tr>
<td>Mobile and Location-based Platforms</td>
<td>114</td>
</tr>
<tr>
<td><strong>ThinkBox: Mobile Social Media</strong></td>
<td>115</td>
</tr>
<tr>
<td>The Development of the Mobile Phone</td>
<td>116</td>
</tr>
<tr>
<td>Mobile Computing</td>
<td>117</td>
</tr>
<tr>
<td>Smart Phones</td>
<td>119</td>
</tr>
<tr>
<td>Location-based and Other Enhanced Services</td>
<td>120</td>
</tr>
<tr>
<td>Theoretical Considerations</td>
<td>123</td>
</tr>
</tbody>
</table>
ThinkBox: Irritation vs. Usefulness 125
Summary 125
Research Directions 126
Research Highlight: Mobile Gamification 126
Case Study: American Express Sync 127
Further Reading 128
References 129

PART 3  UNDERSTANDING CONTENT IN SOCIAL MEDIA MARKETING 131

7  PERSUASIVENESS 133
Chapter Overview 133
Learning Outcomes 134
Social Media Persuasiveness 134
Elaboration Likelihood Model 134
Heuristic–Systematic Model 135
Integrated Model of Persuasion 136
ThinkBox: ELM, HSM and the Integrated Model 137
Other Factors Influencing Persuasion 137
Persuasion Knowledge 137
Online Persuasion Theories 140
Functional Triad 140
7S 140
ThinkBox: Functional Triad and 7S 144
Positive Factors Influencing Persuasion 144
Credibility 144
Perceived Similarity 145
Parasocial Relationships 146
Summary 146
Research Directions 147
Research Highlight: Brand Image 147
Case Study: M&M's® Brand: Find Red Promotion 148
Further Reading 149
References 149

8  ENGAGEMENT 153
Chapter Overview 153
Learning Outcomes 154
Engagement 154
Definition of Engagement 155
ThinkBox: Defining Engagement 156
Attitude–Behaviour Gap 156
Timing of Social Media Engagement 158
ThinkBox: Timing of Engagement 159
Types of Engagement 160
SOCIAL MEDIA MARKETING

ThinkBox: Measurement Basics
Stages of Social Media Measurement Planning 198
Frequently Used Measuring Tools 198
ThinkBox: Metrics 199
Comparison to Traditional Websites 200
Comparisons to Traditional Media 200
Media Usage: Public vs. Private 202
ThinkBox: Social Desirability Bias 203
Message content: Information vs. Linking Value 203
Summary 204
Research Directions 205
Research Highlight: Measurements 205
Case Study: Predicting the Elections: Singapore 206
Further Reading 209
References 209

11 CROSS-CULTURAL ASPECTS AND IMPLICATIONS 212

Chapter Overview 212
Learning Outcomes 213
Cross-cultural Aspects of Social Media 213
Differences in SM Usage 215
ThinkBox: Social Media Usage 216
Cultural factors in Social Media Adoption 216
ThinkBox: Agentic vs. Communal Friendship 219
Reaction to Social Media 219
ThinkBox: Anchoring 220
Reflection of Cultural Values 220
ThinkBox: Cultural Differences 222
Summary 223
Research Directions 223
Research Highlight: Culture 223
Case Study: Amnesty International: Trial By Timeline 225
Further Reading 226
References 226

12 PRIVACY, ETHICAL AND LEGAL ISSUES 229

Chapter Overview 229
Learning Outcomes 230
Privacy, Ethical and Legal Issues 230
Privacy 230
ThinkBox: Social Capital 232
Data Protection 233
Legal and Ethical 234
Legal Frameworks/Self-regulation 234
Key to icons

- research directions
- research highlight
- case study
- further reading
- think box
Get Online for More

LECTURER RESOURCES

* PowerPoint Slides per chapter
* Tutor's Manual

STUDENT RESOURCES

* SAGE Journal articles per chapter
* Links to relevant online videos
* Link to author blog

study.sagepub.com/dahl
About the Author

Stephan Dahl is a Senior Lecturer in Marketing at Hull University Business School in England and Adjunct Associate Professor at James Cook University in Australia. Born in Germany, he worked in media, marketing and PR both for non-profit and commercial companies in the UK, Belgium, Germany and Spain before joining academia.

His research interests include health and social marketing, cross-cultural marketing and online/social media marketing and he publishes widely in national and international journals, as well as being the author or co-author of several books on social marketing, marketing communications and international business. He currently serves on the editorial board of the International Journal of Advertising Research and the Journal of Consumer Affairs. His research has recently been featured in the UK on Channel 4's Dispatches programme, Newsnight and BBC's Look East.

He is also the co-author of Marketing Ethics (SAGE, 2015).
Introduction
Welcome to the New Marketing

Few technological developments have created enthused and petrified marketing communication professionals and academics more than the loose concoction of different platforms referred to as social media. While some marketing professionals have hailed the social media as ‘a game-changing technology with a major impact on business’ (Corstjens and Umblijrs, 2012: 433), even as a new paradigm of how to do business and connect to customers, others have been petrified by the possible onslaught of constant connectivity, the potential for ferocious customer intrusion and concerns with regards to nebulous privacy and fearful of potential backlashes when engaging with the new media.

Social media has its fair share of success stories, and there are many examples of how socialising has reinvigorated traditional activities: think Spotify and Soundcloud, the social music platforms, which have revolutionised the way music can be shared, heard and listened to. Imagine how dull sales promotions and coupons used to be before Groupon made collecting offers fashionable. But, there are also the spectacular failures on social media, for example when Tesco tweeted in January 2013 that ‘it's sleepy time so we are off to hit the hay’ (Twitter, 2013a) seemingly oblivious to the on-going saga of horsemeat being sold as beef, in, amongst others, Tesco stores. Or the hacking of the Burger King social media account, which suddenly promoted McDonald's products, and bombarded followers with racial slurs and obscenities. And maybe it wasn't the right moment for American bank JPMorgan to ask Twitter users what they wanted to ask the bank, using
#AskJPM in late 2013 as more than 24,000 users mocked the bank, rather than asked any serious questions (Kopecki, 2013). So much so that the social media managers themselves tweeted an apology: ‘...Bad Idea. Back to the drawing board’ (Twitter, 2013b). Or asking people on Twitter what they wanted to know from British Gas (#AskBG) coinciding with the company announcing price hikes for gas and electricity customers. The reactions by hundreds of Twitter users were similarly disastrous from ‘... which items of furniture do you, in your humble opinion, think people should burn first this winter? #AskBG’ (Twitter, 2013c) to ‘will you pass on the cost savings from firing your social media team to customers? #AskBG’ (Twitter, 2013d).

So, while the transformative character of widespread and ubiquitous social media usage, and the rise of the ‘networked individual’, cannot be easily dismissed, condemning long-standing theoretical frameworks based on the assumption of a revolutionary technology to the virtual scrapheap is, however, both simplistic and naïve. Have any of the examples really changed the way we all communicate? Or have they just made communication more open? Are individuals really changing the way they listen to music? Or have they always recommended bands, records and playlists to their friends? Nevertheless, and indicating a seismic change in the way we communicate, a recent survey of leading peer-reviewed, academic marketing and public relations journals found that a staggering 60% of articles discussing social media made no reference to theoretical frameworks (Khang et al., 2012), something unquestionably inconceivable for articles examining traditional media or communication methods. Such results inevitably raise the question of which assumptions are being made about this mystical and preternatural paradigm shift that negates the need for an academic debate informed by theory? How come that buzzwords such as Web 2.0, that have been described as plain jargon (Berners-Lee, n.d.), have deceived even hardened academics to assume that somehow communication changed after social media was born?

Three fundamental, interrelated areas arise as a consequence of this debate: Firstly, what is meant by social media and related terms? Secondly, is social media really a seismic move away from previous technology and communication that new theories need to be developed and the old ones are no longer applicable? Or does it merely represent an evolution of existing technology, with opportunities for adaptation and refinement of, but certainly not a replacement of, existing theories? Thirdly, which theories are being used to investigate social media mediated communication and marketing?

DEFINITION OF SOCIAL MEDIA AND RELATED TERMS

Without doubt, the seemingly rapid rise of ‘social media’ is astonishing, although what exactly is meant by terms such as social networking sites, social media, citizen media, participatory media, and consumer- or user-generated content, Web 2.0 technologies and social web, often used interchangeably, remains vague.

To clarify some of these terms, Kaplan and Haenlein (2010) offer a widely accepted series of definitions. They define social media as ‘a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User-Generated Content’ (Kaplan and Haenlein, 2010: 61). This definition encompasses a wide variety of sites and usages, from sites where the emphasis
is on sharing of user-generated content, but not necessarily enduring interactions between different users, such as YouTube or TripAdvisor, to sites, or rather applications, which focus on continuous and ongoing contact between users, i.e. social networking sites, such as LinkedIn and Facebook.

In order to distinguish social media and social networking, boyd and Ellison define social networking sites as

web-based services that allow individuals to (a) construct a public or semi-public profile within a bounded system, (b) articulate a list of other users with whom they share a connection, (c) view and traverse their list of connections and those made by others within the system and (d) create and share content. (2007: 211)

As boyd and Ellison (2007) point out, a distinguishing feature of successful social networking sites is not that these function primarily as ‘networking’ tools in order to initiate relationships amongst strangers, but rather that users of such sites ‘are primarily communicating with people who are already a part of their extended social network’ (2007: 211). Hence, social networking sites are a distinct subgroup of sites from social media sites, fulfilling different functions in the daily routine of their users. Yet, social networking sites make use of social media technologies, as described by Kaplan and Haenlein, particularly emphasising the sharing of user-generated content. However, the intended audience of social networking sites is different to the more general social media sites.

Based on this distinction exemplified by using popular ‘social’ websites, Figure I.1 shows the distinction between social media and social networking sites.

Although delineation between social media and social networking sites are likely to be fluid and individual usage dependent, three broad classifications of sites can be made:

Firstly, mostly social networking sites where the emphasis is on social networking between mostly personally known users, such as Facebook and LinkedIn.
Secondly, sites relying on user-generated content that is shared amongst users that may not be personally known to each other, such as TripAdvisor or YouTube.

Finally, sites which can be used as both social networking sites and social media sites, integrating functionality for both elements dependent on the user. For example, a photographer can use Flickr to showcase user-generated pictures and share this with relative strangers, in the same way as the site can be used to circulate pictures from a family event to other members of a family.

Knowing the types of interactions that are likely to occur on different types of sites is important when considering how communication takes place on these sites, and the likely motivators for interactions. For instance, as interactions on primary social networking websites are amongst usually personally known users, considerations such as established inter-personal trust or social conformity are likely to be important. Conversely, on primary sites where the target audience remains largely unknown, such as TripAdvisor or similar review sites, trust in the message needs to be established first, and social conformity pressures are likely to be relatively insignificant as users do not focus on interacting with each other. Thus, understanding the type of communication, social relevance and intended audience of user-generated content posted on these sites is important for successful interactions with users. For instance, social media disasters like the #AskBG campaign may have been avoidable if the social media managers would have considered the primary audience of people on Twitter. As the majority of users use Twitter to connect to like-minded individuals, and therefore will pander to their perceived audience, trying to get users to engage with an unpopular brand is likely to backfire – who would be a user that asks a serious question instead of entertaining their followers by posting a witty and cynical comment?

Accordingly, having an in-depth understanding of the culture and type of site (or application as per the definition) and understanding the nature of the communication is important for social media managers. And while having a wide variety of different communication tools and types may seem revolutionary, the question is, is it really such a paradigm shift from previous communication methods – especially the early Internet?

**EVOLUTION OR REVOLUTION**

It is not uncommon to find expressions such as ‘social media explosion’ as one advertising agency called the phenomenon (Euro RSCG, 2009). Similarly, characterisations of social media as ‘the democratization of information, transforming people from content readers into publisher ... the shift from a broadcast mechanism, one-to-many, to a many-to-one model, rooted in conversations between authors, people, and peers’ (Solis, 2010: 37) are commonplace when characterising social media. Yet, these characterisations are remarkably similar to predictions about the future of business made much earlier in the history of the Internet, for example, in 2000 prior to any notion of social media, the Cluetrain Manifesto proclaimed that the effect of the Internet is that ‘your organization is becoming hyperlinked. Whether you like it or not. It’s bottom-up; it’s unstoppable’ (Levine, 2000: 199).
The reason for the similarity is that many of the qualities ascribed to social media are neither novel nor did consumption co-creation and user generation start with Facebook, Twitter, LinkedIn and other social media apps. Consumer and interest groups did not arise following the 'introduction' of social media. Groups such as the Boston Computer Group (BCG), founded in 1977, were active long before social media or even the widespread adoption of the Internet was conceivable. BCG would later on become a Macintosh User Group. These groups, popular in the 1980s, co-created computer consumption experiences of the emerging Apple computer technology. Consequently, web technology probably enhanced and increased visibility of such behaviour, but it has not created a new form of 'social media behaviour'. Before the first World Wide Web-browser, Mosaic, was released in 1993, the Internet had already been characterised as presenting a 'growing diversity of user communities' (Hart et al., 1992: 683), and two years after the 1995 development of the first Internet Explorer, scholars remarked that 'the Internet is as much a collection of communities as a collection of technologies' (Leiner et al., 1997: 106).

What can be said with some certainty is that the widespread adoption of communication technology has increased the speed of and lessened the effect of geographical boundaries on information exchange. This book aims to contribute to a more informed debate about the real impact of social media by looking beyond the hype and examining how current theories can be used to explain social media, and particularly, how such theories can help to develop effective and successful social media marketing campaigns.

To examine the questions, the book is divided into three parts: Actors, Media, Content and Contexts as shown in Figure I.2.

Part 1 looks at the actors and their immediate activities, and how these shape, or are shaped, by social media. The first chapter examines consumers and their motivation to form tribes and engage with other, similar individuals in various media forms. This is followed by a look at the process of co-creation in Chapter 2, looking at the processes that emerge when organisations and customers work together. Chapter 3 then focuses specifically on organisational actors, specifically from a branding perspective, and investigating the increasingly anthropomorphic nature that brands adopt as co-creators and content-providers in a user-generated environment.

Part 2 examines closely the media context in which these actors are operating. Reflecting on the increasing convergence of different media types, the three chapters of this Part chart the development of computer-based social networking, game-driven social networking and finally mobile and location-based social networking.
In Part 3 the chapters examine different aspects of communication taking place amongst the actors in the various channels. Persuasion is the focus of Chapter 7, while Chapter 8 focuses on engagement. Chapter 9 then combines much of the discussion from the previous chapters and applies it to the most important aspect of user-generated media: the exchange of word of mouth.

Finally, the Part 4 examines the contextual elements of social media marketing. Chapter 10 critically reviews measuring social media effectiveness, while Chapter 11 discusses cross-cultural aspects of social media. Chapter 12 focuses on important ethical and legal aspects of social media marketing.

The book concludes by taking a look towards the future, and how new technological developments will shape future communication between users and organisations – and how theories discussed during the course of the preceding chapters can help to guide marketers, by making sense of the changes and by being active participants.

References


Twitter (2013a) Twitter/Tesco: It’s Sleepy Time So We’re Off .... Available at: https://twitter.com/Tesco/status/292043677897994240 (accessed 12 March 2014).

Twitter (2013b) Twitter/jpmorgan: Tomorrow’s Q&A is Cancelled .... Available at: https://twitter.com/jpmorgan/status/400782415641059328 (accessed 12 March 2014).
