

The Social ROI: Successful Social Media Measurement From an Agency Standpoint

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Abstract

This research analyzed the viewpoints of advertising agency professionals regarding the successful monitoring and measurement of social media for clients. Research was conducted through one-on-one interviews with advertising professionals. This study found that successful campaigns are fully integrated, with social media possessing transparent and responsive characteristics and serving as an amplification and engagement tool. It should be consistently monitored and measured both qualitatively and quantitatively. The Facebook “like” is the most commonly measured metric; however, the importance of a specific metric is dependent on the campaign’s objectives. Free built-in analytics tools are primarily used to measure social media, while paid-for third-party tools are not as common.

I. Introduction

Since its introduction about a decade ago, social media has been a game-changer in the field of communications. Even the most amateur user of social media is aware of the incredible influence social media has on daily life. Facebook tops Google for weekly traffic in the United States. The world has about 1.5 million real farmers and 80 million Farmville farmers. If Wikipedia were made into a book, it would be 2.25 million pages long and would take over 123 years to read. If Facebook were a country, it would be the world’s third largest. Thirty four percent of bloggers are posting opinions about products or brands. Ninety percent of consumers trust peer recommendations, while only 14 percent trust advertisements (Qualman, 2011). As social media expert Eric Qualman stated in 2008, “We don’t have a choice on whether we do social media, the question is how well we do it” (Qualman, 2011, p. xxii).

Compared to past history, social media has influenced immense changes in a relatively small amount of time. It has significantly affected society’s norms, both positively and negatively depending on the considered subject. It has drastically changed communication relationships between humans. It has also transformed consumer relationships among businesses, organizations, brands and products. Social media is not a fad. It is becoming a tool, a strategy and a learned skill set for communication and business professionals. When used properly, it has the potential to reap many benefits for both providers and consumers alike.

It is important to keep in mind that social media operates similarly for advertisers as it does for people. Social media is about relationships. When using social media, advertisers must earn and develop relationships between their brands and customers, much as friendships are earned and developed between people. However, for advertisers it takes time, strategic planning and research. The social web requires subtle commitment, which is why terms like relationships, conversations and trust are popular buzzwords in profes-

* **Keywords:** social media measurement, social ROI, successful campaign, advertising agencies, metrics

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sional social media settings.

Advertising is no longer a vertical engagement; it is lateral engagement. It has become a conversation, mainly driven by consumers in the social media space. Forget acronyms like B2B and B2C. A new one has taken place: “P2P”—people to people. This study seeks to evaluate how social media is currently monitored and measured by advertising agency professionals who create and regularly maintain a brand’s presence in the social media space alongside consumers.

II. Literature Review

The statistical data showing the enormous amount of social media users strongly suggests that it is an effective tool for advertising. Based on its sheer audience size, social media offers a platform of opportunity for advertising that is difficult to rival. However, the web-based applications and technologies that make up the term “social media” are constantly evolving. This research adopts the definition of social media provided by Kaplan and Haenlein (2010), to which social media is defined 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 & Haenlein, 2010, p. 59). In essence, social media may be best described as technology-based social connectivity with interactive, participatory and collaborative characteristics (Choi, 2011, p. 11). Or even more basic: the type of digital communication that allows people to interact with each other and to share information.

Social media includes networks (e.g., Facebook, and LinkedIn), wikis (e.g., Wikipedia), multimedia sharing sites (e.g., YouTube and Flickr), bookmarking sites (e.g., Delicious and Digg), virtual worlds (e.g., Second Life), and rating sites (e.g., Yelp). These sites allow people to interact with others and share information about products, services and brands. Social media-specific tools include tagging, posting, pinning, sharing, RSS, and tweeting — interlacing different areas of the web even tighter. These tools are used to encourage buzz and facilitate viral campaigns. Location-based services (e.g., Foursquare, Facebook Places) allow for tracking and potentially give advertisers the best opportunity for immediate sales or location-based information about target demographics and psychographics. Social Gaming (e.g., Words with Friends, Farmville) along with social couponing (e.g., Groupon and LivingSocial) is booming as advertisers watch consumers sway each other to share, buy and sell products and brands at the same time (Edwards, 2011, p. 1).

Traditional definitions of advertising no longer suffice. Instead, today’s definition must expand to include all forms of marketing communications (Edwards, 2011, p. 1). The integration of all marketing communications is required in order to provide a seamless product and/or service experience. Famous advertiser, Leo Burnett, understood this idea back at the birth of advertising agencies: He believed that each small advertisement is like a building block for the picture of the brand as a whole (O’Guinn, Allen, & Semenik, 2009, p. 357). His idea translates into advertising today. Now, consumers are in control; they have greater access to information and greater command over media consumption than ever before (Vollmer & Precourt, 2008, p. 5). All forms of marketing communications must be utilized in order to create a successful advertising campaign—including a strategically planned social media program (Evans, 2008, p. 154).

A social media program is a completely integrated communications mechanism that amplifies the impact of every function within an organization by leveraging the power of human networks via social networking platforms (Blanchard, 2011, p. 8). Users of social media embrace it because it helps them connect with the rest of the world in their own ways. Users have the power to turn on and off messages pushed towards them, which is both a positive and negative concept for advertising in social media. Advertisers realize the opportunity to engage with customers and how it can ultimately drive their business forward. It provides advertisers with a voluntary, segmented audience in a cost-effective way compared to other media (Chu & Kim, 2011, pp. 47-48).

Consumer involvement in social media

Many of the last decade’s fastest-growing and more socially active companies have made significant changes: at least 79 percent of Fortune 100 companies use Twitter, Facebook, YouTube or blogs; 20 percent use them all. Organizations are opening up to the idea of customer involvement as a main component for organizational structure and design. Consumer involvement is beginning to drive marketing practices and media

choices as a way to measure the performance of brands (Moffitt & Dover, 2011, pp. 32-34).

Consumer's online brand-related activities (COBRAs) must be understood for companies to effectively anticipate and direct consumers in a way that is in sync with business goals. According to an article by Muntinga, Moorman, & Smit (2011), consumer motivation for the general use of social media includes entertainment, integration and social interaction, personal identity, or information motivations involving remuneration and empowerment purposes (Muntinga, Moorman, & Smit, 2011, pp. 18-21). These motivations, however, do not explain the different motivations driven by COBRAs, which are different than consumers' general use of social media.

COBRAs pertain to consumer activity involving brand-related content on social media platforms. Examples of COBRAs include 'electronic word-of-mouth' (eWOM), associated with online consumer-to-consumer interaction with brands; and 'user-generated content' (UGC), used to describe content uploaded and produced by consumers instead of companies (Muntinga, Moorman, & Smit, 2011, p. 14). Research performed by Chu and Kim (2011) reports that eWOM transmitted through social media is now a necessary element in the promotional mix (Chu & Kim, 2011, p. 65). However, limitations, such as trust between social networkers, may inhibit or distort eWOM results. Opportunities for marketers' use of eWOM include identifying 'social influencers' in social networking sites and encouraging those users to spread positive eWOM regarding select brands (Chu & Kim, 2011, p. 67).

Research performed by Muntinga, Moorman, & Smit (2011) finds that different brand-related activities on social media platforms are driven by different motivations. Those consuming, contributing and creating COBRAs fall into segmented groups with different sets of motivations for participation including information, entertainment, remuneration, personal identity, integration and social interaction and empowerment (Muntinga, Moorman, & Smit, 2011, pp. 26-34). These motivations provide valuable insight into consumer behavior in social media environments. The knowledge of different sets of motivations gives brand managers the opportunity to anticipate and stimulate consumers' online brand experience and ultimately enable them to direct their outcomes.

Building "success" in social media

Beyond the study of consumers' motivation behind their use of social media, it is important to understand how to successfully build a social media campaign or program that effectively targets and communicates with consumers. It takes focus, strategic planning and patience. There are many different ways to build social media programs; each is different depending on business goals, but the basic framework involved in creating a program often includes similar attributes. According to in his book *Social Media ROI*, Blanchard states there is a basic, operational framework that places all the elements in the right way and at the right time (Blanchard, 2011, p. 3). In theory, there is a possibility that social media is engineered, but because the art of building brands in a collaborative social sphere is relatively new, blueprints are still in the process of navigating towards success.

One promising social brand architect is community expert and planner Sami Viitamaki's model, FLIRT, which involves many of the common successful characteristics in a social media program. FLIRT is an acronym for the processes involved in building an effective and engaged brand. Following the acronym, planners should first focus the strategic imperatives of engagement efforts: determine the specific areas, depth, scale and exclusivity of collaboration before execution has occurred. Second, determine the language and content to be used whenever presenting the brand. Third, incentives that members/fans/followers/customers earn for their participation should be considered. Fourth, rules and rituals decide the accepted brand engagement and community activity. Finally, tools such as the technical infrastructure, collaboration, engagement and community features that optimize user experience should be determined. Four other important components maintain the system of the social campaign: metrics and insights to monitor performance; internalization of benefits within the organization to optimize the value of customer engagement; life cycle of the community requires constant maintenance to keep it fresh and growing; and community management to keep dialogue and exchanges happening in the space (Moffitt & Dover, 2011, p. 86).

Mashable.com writer, Aaron Uhrmacher, prescribes another example of building a successful social media framework. He advises five steps when creating a social media plan: listen, prepare, engage, go offline and measure. The first step, listen, involves listening to what customers are already talking about in the social media space in order to determine how to best contribute. Step two, prepare, includes identifying the appropriate people inside the organization to participate in the conversation. These people will represent the com-

pany's brand and must act on the feedback they receive instantaneously in a way that is consistent with the overall brand image. Another component of prepare includes defining the social media strategy to allow an area of focus and a measure of success. Step three, engage, means interacting with social media users in a way that builds a community for the brand; developing online relationships with customers is key to a thriving social media program. Step four, go offline, is necessary to maintain face-to-face interaction with members of the online community. Social media may be used to help facilitate conversations but this is not a replacement for human interaction. Finally, step five, measure success, is imperative to understand your performance in the social media space. Refer back to your social media strategy and objectives and check to see if the goals and objectives have been met (Uhrmacher, 2008).

While each social media campaign varies with its creator and its purpose, measurement of the program itself is essential to monitoring effectiveness. However, social media is evolving at an incredible pace and the tools needed to precisely measure the effectiveness of a social media campaign are too —so how do we measure something that is not complete?

Measuring success in social media

For online media in general, previous research indicates that the majority of agencies rely on qualitative assessments followed by cost-based criteria or Internet-specific measures, like page views or click-throughs (Cheong, Gregorio, & Kim, 2010, p. 403). Traditional brand metrics — like qualitative assessments—only provide a measure of passive interest in a brand. Today, there is close to real-time data capture of consumer response to advertising, and it has several effects. First, the proliferation of media and the fragmentation of audiences rendered the traditional currency of advertising, like advertising exposure or “reach,” to a much less compelling metric of media value than before. Second, advertisers have the option to measure the efficacy of efforts and to concentrate advertising only on those target consumers interested in specific categories, brands or products. Third, the ability to track the relationship between advertising and sales has continually grown more precise and sophisticated (Vollmer & Precourt, 2008, pp. 108-112). These advancements provide a foundation for the measurement of interactive media; in terms of social media metrics, these metrics must move from impressions to impact.

The ability to track metrics in social media is needed for companies to understand what is being said in the social media environment. Currently, there are no ‘best practices’ for measuring a successful social media campaign (Suryakumar, 2011). However, companies need to invest in infrastructure to make such a learning cycle possible. To survive, organizations must apply more effective measurements that link explicitly back to revenue, profit and lifetime value of the customer to measure success with the help of developing technology to grow and support these goals.

The return on investment (ROI) in social media is a hot topic. ROI is defined by Blanchard (2009) as the measurement of the expectation of return from an initial investment made in a program. In other words, each resource allocated in the social media space, whether it is talent, time or actual currency, is accounted for and referred to as the investment in a program: the specific results measure the return. Typically, it happens in a sequence of 1) investment, 2) action, 3) reaction, 4) non-financial impact, and 5) financial impact. The financial impact is the metric that most businesses want and is most commonly referred to in the financial world as the ROI (Blanchard, 2009). The ROI of social media is what clients ultimately want to know; however, it is difficult to precisely track. According to Moffitt and Dover (2011), tracking actions, not impressions, will yield the true value of the brand in terms of brand engagement, differentiation, participation and influence. Building real-time measurement through Web analytics, search engine optimization and mobile technologies will aid in keeping track within community-building initiatives. Finally, measuring in markets of one, meaning tracking the performance at an individual customer level, will glean true consumer insights (Moffitt & Dover, 2011, pp. 285-286).

Companies should invest in listening capabilities that capture activities of existing or potential customers online to aid two-way communication (Suryakumar, 2011). Edwards (2011) advises the use of tools, such as technorati and blogpulse, to monitor brand mentions (Edwards, 2011, p. 2). Several other free and paid-for tools that monitor online chatter can be found online. Real-time monitoring offers companies the opportunity to keep a finger on the pulse of active conversations. Text mining and sentiment analysis are the new, up-and-coming social media analytics but current tools are not able to classify a high percentage of the comments (Suryakumar, 2011). No algorithm or machine logic has the ability to decipher conversational or colloquial language mutations about brands between fans. As a result, social media data is constantly changing and not

entirely accurate (Dumenco, 2011, p. 82).

The need for improvisation and identification of new metrics is high. Specifically, three categories of metrics need to be developed: metrics that help decipher conversations and engagement; metrics to spot key influencers in a community; metrics that help in measuring holistic impact of social media activities on the business (Suryakumar, 2011). It is important to integrate listening data with internal web behavior metrics to enable a business to get a 360-degree view of online customer activity.

Although there has been a significant amount of research regarding the nature of social media and the future of social media data measurement, there is a lack of research in building a theoretical foundation for understanding the current role and future potential of social media measurement in the advertising landscape. This research is intended to fill the gap in the existing research and to create a platform for the exchange of ideas and the generation of knowledge between advertising professionals by specifically garnering the viewpoints of social media measurement and analytics from different agency standpoints. This study seeks to answer the following questions:

RQ1: What makes a social media campaign successful?

RQ2: How is social media monitored by advertising agencies?

RQ3: How is social media measured by advertising agencies?

RQ4: What is the most significant social media metric measured?

This research is unique in that it seeks to understand how social media is measured and analyzed from the point-of-view of those who create and maintain social media programs on a day-to-day basis, the advertising agency professionals, rather than from the perspective of the client for which the campaign was created. This research uses qualitative data rather than quantitative data to gain insights into participants' thoughts and views (Morrison, et al., 2002, p. 22). This study is important because it could create a forum for discussion and education for both companies and agencies alike regarding a difficult-to-define topic that is applicable to almost every brand. This study may provide professionals and non-professionals with new ideas of how to measure and monitor social media success for their businesses and/or clients.

III. Method

The primary method for this research was one-on-one interviews with a variety of advertising professionals, employed by advertising agencies and specialized in client services involving social media. This research, using qualitative data rather than quantitative data, consists of direct, interactive dialogues to produce a shared understanding, giving it validity and authenticity (Branthwaite & Patterson, 2011, pp. 430-440). The researcher chose agencies based on convenience sampling.

In order to gain a large scope of current viewpoints, the author interviewed professionals who were employed by agencies of different sizes, locations and clientele. The sample included agencies ranging in size from 10 employees to 800 employees. All of the agencies are full-service, traditional advertising agencies, located in the United States of America. The researcher sought to collect the viewpoints of agencies that regularly worked on social media campaigns for a variety of clients, who ranged from non-profit clients, to government clients, to business-to-business clients, to business-to-customer clients. All perspectives and answers included in the qualitative data analysis offer a well-rounded view from each agency member (Morrison, et al., 2002, p. 23). Agencies with larger than 250 employees typically led to speaking with a designated department that handles social media projects for clients rather than professionals at smaller agencies who juggle social media programs in addition to traditional advertising campaigns for clients. Variety in size was a key component when choosing agencies to interview.

Professionals at advertising agencies were contacted via email and/or LinkedIn messaging to request their permission to participate in this research. Email correspondence was used to set up a time for the interview. Seven interviews were conducted via telephone. Two partial interviews were conducted via email. Those interviewed were professionals in position, such as Chief Executive Officer, Director of Social Media, Digital Insights Analyst, Social Media Analyst, Account Supervisor, Interactive Account Executive, or Interactive Production Coordinator. This variety gave the researcher diverse viewpoints regarding the measurement of successful social media campaigns. After seven full interviews were conducted, data redundancy was reached

(McCracken, 1988, p. 50). Intensive notes were taken during each interview and responses were analyzed.

In each interview, the same basic 14 questions were asked and other questions were asked based on responses from the interviewee (See Appendix) (Morrison, et al., 2002, p. 47). Each interviewee was first asked to state his or her official title at their place of employment and then to define social media in order for the researcher to understand what he or she was referring to in the answers. The other questions were about their views of practicing and measuring social media successfully for clients.

IV. Findings

The author asked interviewees to articulate their experience and opinion about social media in general. The results do not specify a particular client or campaign; instead the findings reflect their professional viewpoint concerning social media as a whole.

Findings for RQ1: What makes a social media campaign successful?

Social media allows brands to have a casual presence where they can engage with audiences on a personal level; however, this demands transparency, which presents both benefits and ramifications depending on how it is done. A successful social media campaign will listen to its audience and respond as needed—appropriate moderation is the key to success of any platform, but specifically within the social media space, authenticity, transparency and quality are the most important messages to convey (personal communication, November 19, 2011).

In addition to reaching consumers on a personal level, successful social media is used as an amplification tool. A successful campaign serves as a complement to traditional advertising and should be included as a part of any media mix for a client because the social media platform is too pervasive and powerful to ignore. A successful social media campaign cannot exist only within the social media space—it must have a traditional campaign to spark interest; social media serves as a follow up where customers can further interact with the brand (personal communication, November 21, 2011).

The most successful advertising campaigns are completely integrated: brands that intelligently use all of the channels at their disposal to successfully reach consumers are the most effective. The best campaigns are ones that allow followers to deepen their own connections with a brand on their own terms because that is how consumers want to interact: they want to control the interaction instead of being controlled by the brand and they do so through social media (personal communication, November 19, 2011).

Findings for RQ2: Why is social media monitored by advertising agencies?

Advertisers must monitor social media on a day-to-day basis. By communicating with customers, they are kept loyal. Social media requires closer monitoring than traditional advertising because of two reasons: two-way communication and the fluctuation of audience members. Brands look to encourage conversation and engagement through transparency but they must be a part of the conversation to guide it; if it isn't executed and monitored appropriately, negative press for your brand can easily be generated. Social media has the power to reach new audience members that may have previously been unavailable to a message without the social media platform. This possibility further enforces the idea that close and careful monitoring on a daily basis is essential for exceptional social media communication (personal communication, November 7, 2011).

Findings for RQ3: How is social media measured by advertising agencies?

This study found that all of the interviewees primarily use the free, built-in analytics tools that are provided by the social media platform used (specifically Facebook Insights was mentioned in every interview). The second most cited measurement tool was Google Analytics. Finally, nearly every interviewee mentioned the possibility of using third-party analytic tools; however, one specific third-party tool was not stated repeatedly by differing agencies. Free tools are used more frequently than paid-for tools.

Most commonly, the favored metrics are “vanity metrics,” such as #tweets, “likes”, shares or mentions. These metrics show interaction with the brand, but are more insightful when converted into rates like share per post or retweets per tweet (i.e. amplification rate). These rates can potentially help advertisers

understand the reach of the channel (personal communication, November 17, 2011).

Tracking parameters to URLs that are shared on a social site can follow social interactions. The parameters will then get passed into a web analytics tool like Google Analytics and data will be reported to the tracker. Certain tools have the capability to text mine and determine a sentiment analysis; which may help brands discover what they are doing right, or what they are doing wrong. To do a more in-depth and precise analysis, statistical tools are required. Through the process of multiple regression analysis paired with tracking tools, a brand is able to track the original source responsible for promoting a transaction on a brand's e-commerce site (personal communication, November 17, 2011). In other words, this method allows social media analysts to credit a social media promotion for an e-commerce transaction by process of tracking a user's online actions from the social media space to the e-commerce site.

Findings for RQ4: What is the most significant social media metric measured?

The most mentioned metric was the Facebook "like". All of the interviewees stated they regularly track the number of fans (i.e. the number of "likes" per page) for clients. Other metrics commonly tracked are engagement, sharing and time spent on site.

The most important social media metric depends on the campaign's objectives and which social media platforms are used. It would be futile to identify one, single metric and designate it as the most important without knowing what the campaign's objectives were or the type of social platform used (personal communication, November 16, 2011).

If people are engaging in the brand and talking about the campaign, this is the most important indicator of success. People are deepening their connection to the company, which is inherently good advertisement. If advertisers create content, push it out and it receives no response, that is failure in the social media space (personal communication, November 7, 2011).

V. Discussion

Traditional advertising is shrinking. Social media is beginning to take a bigger space because it has the capacity to apply to anyone. Social media is where the people are: One out of every six minutes spent online is spent social networking (Parr, 2011). Advertisers have the opportunity to go straight to their target through social media. Traditional media involves a mass marketing approach, but with social media, brands have the ability to find a niche following and can keep those followers loyal in addition to gleaning new fans through appealing content-creation.

The intimacy of the social media makes it organic and real time. It can serve as a gauge representing how loyal followers feel about a brand at any given minute. This is a different, non-traditional perspective of analyzing advertising effectiveness, the measurement of customer sentiment. Without social media, analytics are still available to measure how successful a traditional ad campaign was; however, customer sentiment allows advertisers to better understand why it did or did not succeed.

Social media must translate value to both the customers and to the business in order to fulfill the need for a space within the social platform. Value to the customer can potentially be captured through surveys or sentiment analysis; value to the business can be measured through attribution analysis or figuring the ROI of social. "Likes" on Facebook and followers on Twitter have become like currency in the advertising world. But how does "fanning" a page or following a handle translate into dollars and cents in a company's cash register?

As of now, the ROI of social media is still being determined. Impressions are recorded; actions are appreciated but are not completely quantified. Followers alone do not tell a story, but sharing and communicating mean customers are digging deeper into the brand, spreading the message and empowering followers. If overall sales go up after launching a social media campaign while keeping the rest of the marketing mix static, it is most likely possible to link the sales to social media if it is the only variable that changed. In other words, the effect of a campaign or the impact of connecting with consumers through the social channel can be determined through multiple regression analysis: elements in the newly-implemented campaign itself are independent variables while their impact is the dependent variable. This is an unofficial way of figuring the ROI of a social media campaign.

In the future, metrics will become more specific: the ROI of social media will eventually be figured. So-

cial media will become more and more integrated into daily life; therefore, brands will too. Brands will become more honest with customers because they are being forced to reach a new level of transparency never before seen. It is impossible to predict the future of social media because it is a medium controlled by users, not by marketers or advertisers.

VI. Conclusion

This study found that social media offers both qualitative and quantitative data for analysis. Advertisers typically want both types of data, while clients primarily want quantitative data. Qualitative metrics, such as engagement and “talking about this,” are equivocally as important as the quantitative number of followers or fans a brand has. Right now, advertisers are focused on driving engagement and communicating with customers through social media to keep them loyal, building the brand personality and ultimately building sales for the client over time and they do so through constant and deliberate monitoring and management in the social media space.

Today, the social channel is still developing and businesses are not measuring social efforts consistently. Advertisers and brands alike are continuously deciding what they want to get out of social media and how it should be measured. Similar to how hits on website was the metric to pay attention to for so many years, the measurement of social media is currently stuck in time; however, measurement capabilities are slowly becoming more precise and varied.

The future of social media is up for discussion. From an advertising standpoint, hyper-targeting will become more specific as people begin to more openly share their lives with the Internet. Everything on the Internet is slowly starting to become more integrated with social media. In fact, daily life is becoming more integrated with social media. Social icons, such as Facebook, Twitter and LinkedIn, appear on company websites, on business cards, in retail stores, on product packaging and more. As more and more social platforms develop and grow, measurement tools will have to become applicable to multiple sites in order to offer convenience to users.

The limitations of this research include the use of a convenience sample and its sample size, which prevent the research results from being generalized to the population. The sample was limited to regional agencies, which may have different viewpoints of social media than those of other agencies. The research also tackled a very broad subject that is constantly evolving: Depending on the time of readership, the findings may be outdated and therefore irrelevant to the social media measurement in the future.

The future research of social media measurement should direct toward determining how to quantify emotion on the Internet, pinpointing strong influencers to amplify messages and more importantly, calculating the return on investment for social media. It is safe to say that in the near future, analytics will hone in on proving return on investment to companies and advertisers alike.

Acknowledgments

The author would like to thank Professor Dan Haygood at Elon University for his guidance, inspiration and advice, without which the article could not be published. The author would also like to thank Dr. Michael Frontani at Elon University for his help in guiding the topic of this research and help in revising the article. The author also extends gratitude towards the numerous reviewers who have helped revise the article. The author especially appreciates each of the interviewees who made this research possible. Special thanks to Danny Schumann, Penny Hardman, Carolyn Battle, Neal Thurman, West Valentine, Meighan Fraga, Allie Boardman, Andrew Harris and Cassandra Jeyaram. Thank you also to those who put the researcher in contact with interviewees: Mallory Hannah, Phyllis Stevens, Ross Wade, Dan Haygood and Brittany Hunley.

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Appendix

Interview Questions

1. What is your official title at your place of work?
 2. How would you define social media?
 3. What is the typical role of social media for clients?
 4. What are the benefits of using social media?
 5. What are the risks of using social media for clients?
 6. Is social media an effective alternative or complement to traditional advertising? Please explain.
 7. What is the most effective social media campaign you have seen or participated in?
 8. For what type of client is social media most effective?
 9. What sort of results do clients typically want from social media?
 10. How do you measure the results of social media for clients? Are there certain tools involved? (ex.: Google Analytics, technorati, etc.)
 11. What is THE most important metric that is paid attention to when measuring results? (ex.: brand perception, customer satisfaction, customer loyalty, etc.)
 12. From your point of view, how has the measurement of social media evolved and where is it going?
 13. What are the most important lessons you have learned about social media?
 14. What is the future for social media?
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