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Kim Larson from Google BrandLab
By Lauren Drell
A note from the editor

WELCOME BACK to Marketing Insights.

Our cover feature (page 22) delves into leveraging social media success metrics, including tracking how your social efforts lead to overall engagement, using social media to enhance existing customer data and avoiding the pitfalls of those shiny vanity metrics.

Turn to page 28 for a peek behind the scenes at a translation, interpreting and localization firm as it focuses on translation-based research and collaborative business insights to penetrate the right market at the right time, and to demonstrate “cultural ROI.”

On page 36, Kevin Bishop, vice president of IBM ExperienceOne, weighs in on the state of consumers’ comfort with Big Data, meeting customer expectations and deepening brand engagement in the digital era.

Our columnists discuss a range of topics, such as how online crowds (those that crowdsource, crowdfund, etc.) are impacting marketing research today; why dashboards are only as good as the process that created them; how U.S. foreign policy can derail marketing efforts; and the importance of ensuring data integrity and comparability among device platforms. In a one-on-one interview, Kim Larson, head of Google BrandLab, shares how she and her insights team coach brands through a web of digital marketing opportunities to deepen engagement and broaden their reach.

On a final note, I want to congratulate the winner of the 2014 David K. Hardin Award, Jesse Harriott, chief analytics officer of Waltham, Mass.-based Constant Contact. His article, “7 Pillars for Successful Analytics Implementation” from the Spring 2013 issue of Marketing Insights, was selected by the award committee for its innovativeness of research, usefulness and applicability for other researchers, potential societal or economic benefits, and research implications. A big thanks goes out to the Marketing Insights editorial board for reviewing all of the eligible articles.
2:5
TWO OUT OF EVERY FIVE American households have cut the cord on their landlines and now have only wireless phones, according to the National Center for Health Statistics, the statistical arm of the Centers for Disease Control and Prevention.

46%
Danish Internet users are hooked on mobile. In Denmark, 46% of Internet users age 16 TO 89 use mobile devices daily to go online, up from 29% in 2012, according to a survey by state research department Statistics Denmark.

67%
Readers are still uneasy about sponsored content. According to research from Contently, 67% of respondents reported feeling deceived when they realized that the content they were reading was sponsored.

22%
Vision Critical reports that after tweeting, retweeting or “favoriting” an item on Twitter, 22% of respondents purchased the item.

$545.4 BILLION
Global advertising spending is expected to increase by 5.7% in 2014. That’s a total of $545.4 BILLION, according to eMarketer.

RECENT AMA VIDEO
Nailing the Insight: Clear, Precise Classification: GREAT Advertising Group shares three key types of communication insights to help make your brand relevant. Watch it: ama.org/videos.

RECENT AMA WEBCAST
Google and Web Analytics for Marketers: Which Website Metrics Really Matter? Thanks to information overload, it’s easy to collect data but harder to glean actual insights. Leaders from SEO consulting firm eMagine discuss what kind of data is critical to measure your marketing efficacy. Log on: ama.org/webcasts.

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The Right to be Forgotten

European citizens have the right to be “forgotten” online, according to a ruling from the Court of Justice of the European Union. In May, the court ruled that the EU’s 2012 General Data Protection Regulation entitles its citizens to the right to request the permanent removal of personal information from websites and requires search engines doing business with EU member states to facilitate their removal. According to the Institute for Public Relations, this change could mean “new financial opportunities in online PR management” for companies working internationally.

New Alliance

Data is at the heart of IBM and Apple’s recently announced partnership. The longtime rivals have come together to offer IBM’s data and analytic capabilities on the iPad and iPhone. The announcement on Apple’s site says that the partnership will result in “a new class of apps that connect users to Big Data and analytics right on their iOS devices.” For more on this partnership, turn to page 36 for our interview with Kevin Bishop, vice president of IBM ExperienceOne.
MARKETING INSIGHTS
SEPTEMBER/OCTOBER 2014

AVANT GARDE

Professors at Texas A&M and the University of Colorado have tried to determine what makes a brand “cool.” In a study published in the *Journal of Consumer Research*, the researchers describe a Goldilocks situation: Brands registered as cool when they were different (perceived as autonomous) but not if they were too different (perceived as extreme). While being perceived as cool may make a brand desirable, “consumers prefer cool brands only when they want to stand out rather than fit in,” according to the study.

Quick Recall

Readers’ ability to remember ads remains the same whether they see the ad in print or on a mobile phone or tablet. According to a study by GfK MRI Starch Advertising Research in 2013, readers recalled an average of 52% of ads viewed in either medium. Top-performing ads were recalled by 80% of mobile readers, comparable to the most effective print ads.

Dual Processing

Spanish may be the way to the hearts of Hispanic-American youths. New research from Nielson found that on average, Spanish-language advertising resonated best with bilingual millennials, especially when making an emotional appeal.
**HACK ATTACK**

Oreo engages consumers with a fan-fueled digital media campaign

**BY LAUREN DRELL, STAFF WRITER  ldrell@ama.org**

**Who**
Oreo, a Nabisco brand owned by Mondelēz International Inc.

**What**
What started out as a simple Facebook post from an Oreo fan using a fork to dunk his cookie into a glass of milk turned into the brand’s latest marketing campaign: a Web-based video series featuring Oreo-branded “hacks” that provided cookie-related product tips to consumers via social media.

Oreo launched its Snack Hacks campaign on April 8 on its YouTube channel, and the videos show consumers how they can eat Oreos in new and creative ways. The brand also launched an associated Tumblr page and encouraged fans to post their own hack ideas with the hashtag #OreoSnackHack.

Next, Oreo partnered with three Los Angeles food innovators: Michael Voltaggio, the season six winner of Bravo’s culinary reality show *Top Chef* and owner of the Los Angeles-based restaurant Ink; food truck pioneer Roy Choi; and Nguyen Tran, co-owner of the Los Angeles-based Asian fusion restaurant Starry Kitchen. All three chefs were challenged to come up with simple, innovative ways to use Oreos in a recipe. In one video, Voltaggio bakes crushed Oreos into a chip-like snack and uses lemon-flavored Oreos as a garnish for a drink. Choi whips up chicken tenders with an Oreo crust, and Tran makes a bread pudding with Oreos and cherry soda.
“The process of what they do is very approachable for anyone,” says Kristin Hajinlian, brand manager at Oreo, owned by Deerfield, Ill.-based Mondelēz International. “They’re food geniuses. They come up with all of these things, themselves, but really, any of the things that they do in the video are simple creations that anyone can make, regardless of how much experience you have in the kitchen.”

**When**
April 2014

**Where**
Los Angeles

**Why**
Oreo’s Snack Hacks campaign was an effort to drive engagement with a largely millennial audience. “It really comes down to listening to our fans and what’s happening in food culture, and thinking about tapping into what we, as a brand, can bring for a new experience with Oreo and looking at what’s resonating with people,” Hajinlian says. “For us, it was about finding something that was authentic to Oreo, which is that there are so many different ways people love to enjoy the cookie, and being able to bring them new experiences and sharing that with them.”

The campaign also targets moms who buy Oreo for their kids. One Oreo hack, for example, encouraged moms to fill a pepper grinder with crushed Oreos to sprinkle on ice cream. “[Moms] are savvy and they appreciate this type of stuff, too, because they can do this with their kids,” Hajinlian says.

**How**
Millennials appreciate food-focused quick tips that will impress their friends, says Michael Nuzzo, group creative director at New York-based digital agency 360i who worked on the campaign. According to Nuzzo, Oreo’s tips, such as freezing crushed Oreo cookies and milk in ice cube trays and using them in iced coffee, provided a fun, quick value add. “You have that moment and say, ‘Why didn’t I think of that?’ [Millennials] want to be the first to think of that, and if they don’t, they want to be the first to show it off.”

Of the Oreo Snack Hacks celebrity chef videos, “Midnight Hack” with Choi garnered 786,298 views, “Fanatic Hack” with Voltaggio garnered 770,083 views and “Impulse Hack” with Tran garnered 719,631 views, at press time. Oreo gained more than 23,000 Twitter followers, and 80.6 million total social media impressions.
Career highlights in 60 seconds

BY MELODY UDELL

1989
B.A., psychology and political science
NORTHWESTERN UNIVERSITY

Yohn started at Northwestern intending to become a lawyer but quickly realized that she wanted to pursue a broader liberal arts education instead.

1989-1991
Research Analyst
SPIEGEL INC.

Yohn channeled her experience selling ads for The Daily Northwestern to get her first post-college job as a researcher. “I learned how to conduct research so that I would understand how people made purchase decisions, how brand perceptions were formed, and how you could influence people’s attitudes and behaviors.”

1991-1996
Director of Marketing Research and Strategy
JACK IN THE BOX

After moving to San Diego, Yohn held several roles at Jack in the Box, from researcher to product marketing manager to head of the research department. “As a product manager, you work on an idea nonstop for a year, but then it’s in the store and people are buying it. … It’s a really cool process to be able to work on new products.”

1999-2004
GM/VP of Brand and Strategy, Corporate Marketing
SONY ELECTRONICS INC.

“Before me, they had never had anyone to work on the Sony brand, which I found interesting because at the time, in the late ’90s, Sony was such a powerful brand. … When they hired me, the CMO and president started to realize that things were changing and that Sony’s brand advantage may not be there in the years to come, so we needed to work on shoring up their brand equity.”

Now
President/Consulting Partner
DENISE LEE YOHN INC.

“Denise Lee Yohn’s career in marketing research and brand strategy took her from Chicago to New York to San Diego. Now, she heads up her own marketing consultancy, helping companies such as Dunkin’ Donuts and New Balance build their brands, expand their reach, and understand the powerful implications of data.”

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PRESIDENT, DENISE LEE YOHN INC.

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• Research methods for measuring media effectiveness
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Customer satisfaction may be the oldest brand metric in the book. When the first “consumer” traded a pelt for a flint (or something like that), he or she was either pleased and came back for more, or found that the flint shattered on first use, leading to a series of unflattering cave paintings of the vendor.

Even this silly example draws out several of the critical implications of customer satisfaction, including its roles in loyalty and brand switching, word of mouth and reputation, and long-term brand viability.

As brands and communications channels have multiplied, the complexity of satisfaction assessments and loyalty has grown exponentially. With greater choice in almost every category has come a sense that poor product performance need not be tolerated. However, if choice feels excessive—too many deodorants or energy drinks to pick from—harried consumers may simply buy what they know instead of wading into the pros and cons of a new decision. To manage brands effectively today, marketers need to have a holistic picture of all the connections between consumers and brands and the real factors driving not just current purchase decisions but also the long-term health of the brand/consumer bond (if one exists).

Misunderstanding Loyalty
First, we need to be clear that loyalty is not the same as what I like to call “affinity.” Viewed from the outside, brand loyalty may be just a series of transactions: A consumer buys the same product for a period of months, so he must be loyal. In fact, this kind of loyalty may be driven by such unglamorous factors as lack of choice or price pressures. It could just be a case of simple use and re-use, not active choosing.

Marketers who manage to this most basic level of loyalty are living quarter to quarter, trading strategic planning and decision making for reactivity. With a potentially tenuous hold on consumers’ pocketbooks, these brands could cratter with a single shift in the competitive landscape.

Building Platforms for Customer Satisfaction
We have also learned from behavioral economics that brand experiences—the core drivers of satisfaction—are more multifaceted than marketers of the past believed. Companies often assumed that product quality was the only ingredient of good or bad brand experiences: The car turned on or it did not; the lightbulb lasted 1,000 hours or burned out in a week.

But with competition so intense, quality, while still important to satisfaction, is not enough to assure a brand is chosen. Brand experiences need to be not just satisfactory but memorable. This is the difference between building simple loyalty, by meeting traditional, one-dimensional goals, and creating affinity, something more personal and indelible.

Imagine, for example, a flashlight battery brand that provides long life year after year, but rarely ventures into relationship building. A competing battery with merely decent performance begins a campaign to collect and share photos of customers with their flashlights in a variety of environments: hiking, camping, etc. Not long after, the upstart battery brand is taking market share from its technically superior rival. This is the difference between satisfaction based purely on performance and an experience that combines adequate performance, a slightly lower price and a memorable element to draw in the consumer at a personal level.

Like affinity and engagement, we find that brand experiences and relationships are often symbiotic. All brand experiences happen within the context of the consumer’s relationship with a brand. Because the traditional battery in our example has built loyalty exclusively through performance, it has a one-dimensional relationship with its customers. This is not to say that product or service performance is not a critical foundation to building an engaging relationship. Consumers
will not be interested in persisting in a relationship—even at a superficial level—that does not deliver adequately on the product or service's core value proposition. The point is that a singular focus on maximizing satisfaction through performance without an appreciation for how to parlay (or transform) this performance into engagement-building attitudes (e.g., trust, exclusivity) is a big miss.

Satisfaction with the traditional brand is all riding on battery life. It has not created a platform for other experiences and for developing multiple sources of affinity. The invader brand has diversified its game. While it may not win the battle on quality, it can triumph in the war for overall engagement because it has delivered memorable experiences or aligned and integrated itself with personalized “moments of truth.”

Not Just Any Dashboard
For marketers, the digital engine of the new economy is providing enormous amounts of information, but can this digital exhaust be refined into insights for driving decisions, instead of creating more data smog?

To be clear, we need to have metrics to appropriately monitor key elements of the interaction. I do not mean to suggest that we should toss any away. Frequent feedback gives us the resources to manage brands in real time, using dashboards and other tools. This is how we move from reactive branding and satisfaction management to active planning and execution. But beware: Dashboards are only as good as the process that created them. The wrong data—too much or too little—can lead to poor decisions, wayward brands and dissatisfied customers.

To say that satisfaction in the digital age is multidimensional is perhaps the understatement of the decade. Brands exist and touch consumers in so many different spheres, and it is up to marketers and researchers to manage those complex relationships effectively. This means more than watching the dials jump around. It requires a strategic perspective where goals are clear and adjustments are made ASAP when the big ship starts going off course by even a fraction of a degree.

Consumer information is the engine of customer satisfaction. To do more and better is not just possible but essential because the competition has many of the same resources and perhaps the same commitment to focus. To the brand with the strongest grasp on consumer relationships will go the spoils of deep satisfaction and loyalty.

David Krajicek is CEO of GfK Consumer Experiences North America.

For more on assessing and measuring brand engagement, visit ama.org/MarketingInsights.

U.S. Postal Service Statement of Ownership, Management, and Circulation (Required by 39 U.S.C. 3689)

<table>
<thead>
<tr>
<th>Title of Publication</th>
<th>Marketing Insights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publication No.</td>
<td>1040-0460</td>
</tr>
<tr>
<td>Filing Date</td>
<td>October 1, 2014</td>
</tr>
<tr>
<td>Issue Frequency</td>
<td>Bi-monthly</td>
</tr>
<tr>
<td>No. of Issues Published Annually</td>
<td>6</td>
</tr>
</tbody>
</table>

Complete Mailing Address of Known Office of Publication: 311 South Wacker Dr., Suite 5800, Chicago, IL 60606-6629

Complete Mailing Address of the Headquarters or General Business Offices of the Publisher: 311 South Wacker Dr., Suite 5800, Chicago, IL 60606-6629

Full Names and Complete Mailing Address of Publisher, Editor, and Managing Editor: Editor: Mary M. Florio, 311 South Wacker Dr., Suite 5800, Chicago, IL 60606-6629

Owner: American Marketing Association, 311 South Wacker Dr., Suite 5800, Chicago, IL 60606-6629

Managing Editor: Melody Udel, 311 South Wacker Dr., Suite 5800, Chicago, IL 60606-6629

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For more on assessing and measuring brand engagement, visit ama.org/MarketingInsights.
The Evolution of Error
Assessing accuracy frameworks within marketing research

GORDON WYNER
- gordon.wyner@gmail.com

Improvements in marketing research methodologies have made it possible to dramatically expand companies’ knowledge about their customers and markets, and make better business decisions as a result. Behind the scenes, one of the conceptual tools that makes this possible is a framework for understanding error, the difference between what appears to be true based on the data at hand, and what is actually the case.

The framework helps to assess the quality and accuracy of results and consider the possibility that they are wrong. Despite the use of sound procedures, there is risk that the data is somehow misleading because of what it represents, how it was collected, or how it reflects a behavioral process. An assessment of error may lead to rejection of the reported results or at least to a judgment about the degree of confidence that should be attributed to them. Most decisions in business are associated with risk, and this applies to decisions that are supported by marketing research.

As the insights discipline changes rapidly due to factors such as the Internet, mobile and Big Data, are our beliefs about error and risk evolving, too? Will new technologies and automation of research functions eliminate error? Will there be new types of errors that were inconceivable before the current era? How should decision makers judge the quality of results from new data sources and methods like social media? The answers aren’t fully known, at this point, but we can begin to frame the issues.

Traditional Error Frameworks
Historically, the marketing insights discipline has relied heavily on traditional frameworks to judge the soundness of their methodologies and accuracy of results, such as sampling, measurement and statistical modeling. Researchers are familiar with sampling plans (probability- and convenience-based) and the fact that sample size ties directly to sampling error and the confidence in reported results. We know that departures from representative sampling (non-response bias) can influence the accuracy of results.

Measurement error was often judged through reliability and validity. For example, would the measurement tool produce the same results in repeated tests, and would the results align with a “true” indicator of what was intended to be measured (such as self-reported purchases versus actual purchases)?

More complex models can build confidence in the underlying samples and measures to the extent that they show meaningful behavioral relationships between variables (for instance, what is the path to purchase?), exhibit a high degree of fit to the data (such as R-squared statistics), and make accurate predictions.

If these criteria are met, then the assumptions about accuracy and representativeness may be good enough to establish confidence in the overall conclusions. Pre-test market forecasting for new products, advertising copy tests and tracking studies that demonstrate a link to market sales illustrate this capability.

Emerging Error Frameworks
Probability sampling for surveys has largely disappeared, replaced by Internet panels and intercepts, and other forms of convenience sampling. Judging the quality of survey samples is done through the use of controls over the data collection phase (such as rigorous quotas for sample selection and completion). Multiple panels, each with different strengths for reaching particular subgroups, can be evaluated based on the types of people they yield. Post analysis of actual sample results can be mined to achieve the closest match to the desired population.

Survey reliability and validity coefficient statistics are rarely reported. Other approaches are designed to ease the respondent burden through shorter questionnaires as a way to improve reliability. A related development is to enable questionnaires to be implemented on increasingly more consumer electronic devices, such as moving from PC screens to smartphones and
tablet. Connecting with the consumer on his preferred device can improve engagement and response rate, reduce fatigue, and leverage increasing technological functionality.

Over time, researchers have linked social media tracking data with survey-based brand tracking and with actual sales data over time. When aggregate measures of social media expression, such as brand mentions, exhibit similar patterns over time to other traditional measures like survey brand ratings or consumption, then this helps validate the social media as a meaningful brand construct.

Modeling tools enable analysts to capture increasingly more data and apply additional analytical frameworks beyond the traditional. For example, network analysis, data fusion and agent-based modeling complement traditional structural equation modeling. They increase the feasibility of combining the analysis from measurement properties of questionnaire (and other types of data) along with structural analysis of marketing inputs and outputs (the joint interaction of marketing mix, consumer mindset and sales performance, for example).

What to Ask

Insights professionals need to further develop methods for the current environment that allow for being wrong or misled by the data. For example:

1. Testing hypotheses. What evidence from social media would support a marketing hypothesis that the brand is improving or declining over business planning periods like quarters or years? What would not support it? What controls (by design or statistical analysis) are utilized to reduce the inherent noisiness of social media and response to rare viral “outbreaks?”

2. Guarding against poor measurement. Social media data can exhibit unusual spikes in brand conversations and mentions based on unique marketing or news events. Is a response to a product recall of a single recent vehicle comparable to a recall of millions of vehicles over a period of years? How do you weigh consumer outrage over a defective product that impacted them personally versus a general opinion about large corporations that produce products?

3. Over-fitting a model. With the plethora of new data, is it possible to conclude that there is a valid model when it doesn’t really hold, just by adding more explanatory variables? For example, a model might include marketing mix variables, service touch points, ad pretesting scores, survey-based mindset tracking metrics, Web search and purchase behavior, and multiple streams of social media inputs. The model may allow for feedback loops, dynamic parameters, and long-term and short-term effects. But will the model be limited to explaining a single sample of data in a particular time window or be predictive of future behavior?

Methodology

A key trend in today’s insights field is toward automation of research functions, including interpretation, which is usually the responsibility of analysts. Data and research is becoming more linked to the operational side of business. Fewer people are looking at the data from a researcher’s interpretative standpoint. But there’s still the question of how to use information to develop strategy, including changes in direction. The automated research process may prove superior at making incremental improvements in an existing product/service design or ongoing campaigns. But can it support rejection of an ongoing marketing initiative, and can it identify what should replace it?

GORDON WYNER is vice president of client solutions at Millward Brown and contributing editor of the Marketing Management section of Marketing News.
Some words and phrases are simply out of control, such as “awesome,” “you know,” “cool” and a host of others. The one that seems to have really gone ballistic (another out-of-control word) is “love.” We seem to “love” everything: pizza, brands of automobile, colors, haircuts, tofu, places and things. In short, in the current vernacular, there are few things that aren’t or can’t be loved.

What a wonderful world we live in: loving everything and assuming all those things love us back. It makes you wonder why there is still so much conflict in the world.

I was reminded of this current “love” phenomenon recently when I was in Vienna, teaching a graduate class on marketing communications and branding. Vienna is a beautiful city with wonderful people and great food, the best mass transportation system in the world, some really great wines, spectacular museums, historic buildings and so on. Vienna really is a city that one can “love.” Maybe it’s not like “loving” Virginia, but it’s still right up there.

But that’s not the point of this column.

In class, the students and I were talking about brand preferences and how those were developed and maintained. One student volunteered that she “just loved Red Bull.” That’s not an uncommon feeling in Vienna since many people there believe it is a global brand, ignoring the fact that it was invented in Thailand. But I digress.

In addition to “loving Red Bull,” the student said she was “passionate” about the Red Bull brand. She followed the brand on Facebook, tweeted about it on Twitter, watched for Red Bull activities on YouTube, and attended Red Bull events. In short, she “just loved the Red Bull brand.”

Having identified a brand fanatic, I pressed on. I asked her how much Red Bull she consumes in an average week. Her somewhat surprising answer was: “I don’t drink Red Bull. None of my friends do, either. We’re not ‘into’ sports drinks.”

“Whoa,” I said, pulling out a typical American colloquialism. “You love Red Bull but you don’t use it? How can that be?”

“Easy,” she said. “I love the brand but hate the product.”

So the student loves the Red Bull brand but dislikes the product. In fact, she doesn’t or won’t use or consume it, and none of her friends do, either.

At the end of the class I was still stunned that she loved the brand but hated the product.

I started wondering how many more people like her are in the market. If it’s “a lot” (another one of those overused phrases), then Red Bull has a problem. Can Red Bull continue to just “entertain” and “excite” and build “love” without, at some point, generating a product sale? All that “love generation” costs money, and even fat margins can’t keep paying the bills with too much...
"love" but not enough sales.

The issue, of course, is that it’s quite likely many other brands have a similar problem. They just don’t know that the problem exists.

Brands spend tons of money to build "brand love" but then don’t get product sales in return. Call me old-fashioned, but I always thought the brand spent money to build brand usage, not just to get "brand love," whatever that might be.

Oh, I know. All of the current branding furor is on generating "likes" on Facebook or retweets on Twitter. Or getting exposure on YouTube or followers on Instagram. Or trying to "trend" their brand or their current campaign on one or more of the hundreds of other new social media forms. Most seem to be in pursuit of the ultimate, or perhaps penultimate, goal: generating "love marks" (whatever those are).

So is all this "love" furor a matter of semantics, where many terms have simply lost their meaning? Or is it a more severe situation, one where brands are spending bushels of dollars to entertain, excite or build "buzz" but not much else? Certainly not sales or usage.

I guess it all comes down to determining the cost of love. Or, more importantly, how long can brands continue to entertain people who can buy but likely never will? I guess if you can keep your margins up, it is still possible to "buy love," whatever the cost. But at the end of the day, do you, as a brand or marketing manager, want to build love or sales? It seems to be that basic. I suspect the board and the shareholders would vote for the latter. At least you can take dollars to the bank. In my experience, banks will not allow you to deposit "love" in your account in exchange for money.

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For more on the concept of brand love, check out “Can Consumers Really Have Love Relationships with Brands? (I Think Not.)” in the December 2013 issue of Marketing News at ama.org/MarketingNews.
On May 19, 2014, the U.S. Justice Department indicted five alleged Chinese People’s Liberation Army cyber-attackers in Shanghai for corporate espionage. On May 21, the Chinese government condemned these charges. On May 25, China announced through a variety of public statements that it would mandate restrictions on state-owned enterprises, procuring U.S. consulting services such as McKinsey, Cisco, Bain, Boston Consulting Group, IBM and other major U.S. multinational consulting firms. The initial impression is that the restrictions would be limited to digitally delivered services, but it might extend to other services as well. This declaration followed an earlier prohibition on government agency procurement of Microsoft’s Windows 8 platform and purchase limits of Cisco and IBM servers and software by government agencies and state-owned companies.

No procedures have been specified for implementing this declaration, but they will be forthcoming as formal protocols, or more likely as ad hoc limits, threats and delays. The major beneficiaries of these announcements are the Chinese digital players, like Huawei, ZTE, Inspur, and other domestic IT firms. According to The New York Times, Inspur has invited IBM employees to jump ship and join their company, as they aim to replace IBM server sales in China.

It is hard to estimate the cost of federal executive indictment decisions to U.S. companies because the value of revenue from U.S. digitally deliverable business services from China is all over the place. For example, the U.S. Department of Commerce tabulates U.S. cross-border digitally deliverable services to China at $11 billion in 2011. This figure does not square with the $7.8 billion that McKinsey made in China in 2012; the $3.9 billion made by Boston Consulting Group; $5 billion made by IBM in 2012 and the roughly similar figure made by Microsoft. Add to this Cisco, Qualcomm, Oracle, Intel and Google’s Android services, and many other U.S. digital service players in China, and the author roughly estimates $30 billion in annual revenues to U.S. companies. These sales are now in jeopardy. Cisco sales in China dropped 18% in the first quarter of 2014.

The most interesting thing about these events is that, according to The New York Times, “Some American executives say the Justice Department’s indictment took them by surprise. They are now nervous over the May 22 announcement by China’s State Internet Information Office that the government has established procedures to gauge potential security risks of Internet technology and services.” The key is that U.S. foreign policy and national security policy is disconnected from the major U.S. multinational drivers of the U.S. economy in global trade, consumption and investment. IT is among the top sectors of the U.S. economy. Did the Obama administration examine and weigh China’s likely response to its indictments, since the indicted parties are beyond the reach of U.S. judicial authority?

For the sake of a symbolic gesture, the U.S. government opened the door to China’s goal of advancing the domestic market share of its own IT companies. The door was already ajar after the consistent refusal by the U.S. government to allow Huawei and ZTE to commercially compete in the U.S. market. There was bound to be pushback from China on this matter alone, at the right time. China only had to wait. The U.S. indictments, particularly in the context of the Snowden affair, provided the right time for China to advance its domestic economic agenda to reign in U.S. digital service multinationals and move Chinese IT technology to the world stage.

Only the Chinese leadership knows how far they will go to push back “the eight guardian warriors”—Cisco, IBM, Google, Intel, Qualcomm, Apple, Oracle and Microsoft. The Chinese news services report that the U.S. government uses these companies to “infiltrate” Chinese government agencies and enterprises. In view of the substantial Chinese revenue and
bottom line profit contribution to these U.S. IT giants, these companies are most likely kicking up a storm in Washington to lay off China.

U.S. companies lobby the government to protect their intellectual capital in China, but they expect this to be done by diplomacy, not humiliating criminal indictments that only backfire on U.S. companies. If U.S. companies operating in China cannot depend on U.S. diplomacy to protect their interests, they will turn to other vehicles of self-protection. Help from the U.S. government may not be worth the cost if it cannot synchronize its interests with the business community.

There are numerous defensive deals that U.S. companies can work out with China, irrespective of U.S. foreign and security policy. After all, Pfizer offered to move its legal domicile from the U.S. to the U.K. in its bid to acquire the U.K.-based Astra Zeneca. There may come a time when the national security politics of U.S. foreign policy becomes so aggressive and costly to U.S company profits that U.S. IT companies seek a safe haven corporate domicile.

A fair number of U.S. Fortune 500 energy, electronic, insurance and pharmaceutical companies, such as Ensco, Eaton, Aon and Activis, have already done this for tax reasons. A 2011 study by Ernst & Young found that the U.S. had lost a total of 46 headquarters of Fortune Global 500 companies over the previous 11 years. Currently, a total of 21 companies included in the S&P 500 are technically headquartered overseas. The next generation of U.S. company domicile exits may not only be for tax reasons, but for insulation from the government arm hold of “national security.”

We are no longer in the 20th century, when foreign technology could not hold a candle to U.S technology and everybody wanted IBM. In the 21st century, China, India and Brazil, not to mention Europe, have the financial and intellectual means to compete and win against the U.S. in sectors of advanced technology, which are vital to U.S. economic growth. The rest of the world is already winning in alternative energy, nanotechnology and optical electronics. Now they are going after the IT business service sector.

The U.S. government needs a new paradigm of security policy that is sensitive to U.S. business off-shore profitable operations, lest these companies find a safe haven from U.S. mine fields of “national security.”

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The Convergence Conundrum

Cross-platform survey strategies for a cross-platform world

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We live in a cross-platform world. In an age of streaming video and social media, digital content is accessible to consumers in many ways. According to Google Analytics, more than a third of all U.S. consumers own multiple digital devices (desktop/laptop computer, tablet and smartphone) and they seamlessly move from one platform to another as a part of their everyday lives. TNS's 2014 study, "Connected Life," revealed that nearly half of all evening TV viewers engage in multiscreening or "screenstacking" behavior. The study of more than 55,000 global Web users found that 48% of those watching evening TV reported simultaneously using social media, checking e-mails, shopping online, or engaging in other digital activities. Today’s cross-platform culture means consumers use a variety of devices for accessing online surveys.

As a result, the data sources that feed market research projects continue to grow. Bringing all these streams together on one platform in a standardized delivery format is the only way to garner the big picture view required to make solid business decisions. According to Forrester, one of the top technology trends for this year—in fact, it has been called "one of the most urgent, complex and important"—is convergence.

Convergence is an industry game changer that is rarely addressed due to the technical complexities that surround it. Integrating multiple data sources and reporting methods into a single platform presents a challenge from both a technical and usability perspective. Yet, platform convergence ensures that both primary and secondary research activities, regardless of the data source, provide accurate results across all types of respondent data, enabling companies to make better informed decisions in a more timely manner.

Why is platform convergence so important for market research? Well, for one thing, it makes good financial sense. Experts estimate that at least 20% of primary research commissioned by the Fortune 1000 is redundant or unnecessary. Considering that the global market research spend is more than $32 billion, brands and marketers conducting "research as usual" can expect to see $6.4 billion in waste. Even worse, conducting research in silos often yields conflicting findings, which drive divergent agendas and dilutes brand salience. As outreach methods vary, combining expert technology and multiplatform data delivery needs to be the norm.

Phone, paper, online and mobile primary research as well as secondary data sources from social media, CRM systems or other marketing platforms can come together to provide a more holistic view of brand health. And to make sure you’re on the right side of the convergence trend, here are a few guidelines for optimizing your consumer surveys across digital platforms.

'Mobile First' Design

Content that is easy to read and use on a desktop screen does not necessarily work on a smaller screen. But content designed and sized to fit on a smartphone can, in most cases, be accommodated on the larger desktop screen. Therefore, when thinking about a multiplatform survey, start with the lowest common denominator: the smartphone. Then build out your survey for the remaining devices, such as tablets and desktops. This is commonly known as the ‘mobile first’ design strategy.

For example, a question presented in a grid layout leads to increased dropout on a mobile survey. These questions are hard to fill out on a mobile phone because of the reduced hit area for the radio buttons on a small screen. Text labels are tiny and hard to read, and grid questions with more than five columns require horizontal scrolling, which could lead respondents to select only the answers in their immediate screen view.

The solution? Cut the number of columns and/or amount of text appearing on the screen to accommodate mobile devices. Changing from a grid layout question to a standard closed-ended
question with large touch-screen response options, for instance, reduces the amount of content on the screen. And to keep things consistent between platforms, this same question design also easily functions on desktop and tablet devices.

**Data Integrity Between Platforms**

The key to ensuring data integrity and comparability among all the device platforms is maintaining question structure and labelling consistency across all platforms.

For example, do not use a slider for the mobile version of your survey and radio buttons for the desktop version. Sliders involve a dragging element; radio buttons are a point-and-click interface. This distinction may yield data-collection differences. On the other hand, we have found that when we move from radio buttons (desktop-friendly) to large, ATM-style buttons (mobile-friendly), data is comparable.

**Testing and More Testing**

Finally, the only way to ensure a proper cross-platform experience for your survey is to test it. See how the survey looks on a mobile phone, tablet and laptop/desktop devices. Test a variety of operating systems and browsers to ensure your survey renders properly on each. Be sure to check for:

- **Readability:** Are all questions and answer options easy to read and understand? Verify that text size is readable and ensure that no labels are cut off.

- **Usability:** Do buttons and input forms work properly? Are they easy to use without zooming? Verify that content works in vertical or horizontal orientation.

- **Performance:** Does the survey feel sluggish? Does the content load without delay?

**Technology and Function**

Be mindful that mobile phones do not support many of the features or power of a desktop computer. Don’t tie any core functions of the survey to a hover-over function, as that feature doesn’t work on a mobile phone. Additionally, keyboard input is not a user-friendly input method on a mobile device. Instead, try to limit your survey input requirements to touch-and-tap events (point-and-click for PC) and keep the number of open ends to a minimum.

Intense graphics or styling such as CSS text shadows may cause survey performance to slow down or feel sluggish on a mobile device. These should be stripped out. Use standard scripting tools like HTML5 and jQuery so your survey is cross-platform compatible.

**Getting Started**

There are a growing number of cross-platform data collection and management platforms that are addressing these issues. Industry leaders are exploring ways that the convergence of many different types of data, data streams and data providers affects data reporting and visualization, and how it will inspire a shift in the way our industry works toward a platform-centric approach.

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For more on optimizing your consumer surveys, check out “Surveys Made Simple” in the June 2014 issue of *Marketing News* at ama.org/MarketingNews.
The New R&D
How online “crowds” are impacting marketing research today

Almost 10 years ago, James Surowiecki published his book, The Wisdom of Crowds. The book’s central premise is that group intelligence and decision making, assuming individuals in a “group” can make decisions independently, often outperform knowledgeable individuals or even experts. Some refer to this as open innovation or user-generated content. To those of us in marketing research, this sounds a lot like statistical sampling. The quantitative researchers among us are very familiar with the aggregation of information in groups—this is our stock in trade.

With the ubiquity of the Internet, including Internet access on smartphones, and the increase in social media participation, marketers now have access to “crowds” like they never have before. Whether the objective is for crowd voting, (such as American Idol), crowd creation (where a crowd creates something together), crowd wisdom (where a large group of unknown members of the public work on solving a problem), or crowdfunding (where crowds can fund projects or place preorders for products), the smartphone and the use of other portable mobile devices such as tablets creates an opportunity to “ping” the crowd for advice, help or input on an as-needed basis, 24/7.

Crowdfunding is an appeal to the crowd for money to back projects or to preorder products, providing a stream for the funding to bring them to market. Most often associated with funding platforms such as Kickstarter and Indiegogo, it’s an interesting social and business phenomenon that appears here to stay. It provides entrepreneurs, whether from small nonprofits or very large companies, with a source of funding—basically creating a market where it might otherwise be hard to locate interested “buyers.”

But Kickstarter and Indiegogo are more than a source of project funding. They also provide an important source of research and development information, and one that we could not really conceive of 10 or 15 years ago, at least not in its current scale. In essence, crowdfunding platforms provide an incubator or entrepreneur with a perfect test market, attracting potential product users who are interested in owning a product or seeing it developed. The level of interest as well as backer (or potential backer) comments and suggestions provides a rich source of information and feedback that companies might otherwise spend millions of dollars obtaining in a more mainstream product development environment.

In 2013, successful crowdfunding projects included a cloud-managed 3-D printer that raised $1.4 million, a 3-D printing pen that raised $2.4 million, several iterations of smartwatches that raised from $800,000 CAD to more than $1.5 million, and a smartphone that raised more than $2 million in the first two hours. Many new films have been funded through crowdfunding as well as innumerable publishing and art projects, many of which would not have seen the light of day without considerable support from virtual strangers.

As Indiegogo founder Danae Ringelmann noted in a recent editorial on BloombergView.com, “You’re going directly to your fans, your customers, the people who’re going to be your customers. You’re finding out whether anyone is willing to pay for your great new idea.” Backers of a project get an early generation version of a product, can provide invaluable user feedback and also pay for the experience to do so. The level of interest in a project can be an early indicator of its eventual marketability and also provide valuable feedback about early adopters—who they are and why they are attracted to the product being funded. They help entrepreneurs by limiting or reducing their financial risk or exposure.

But in order for entrepreneurs to gain this valuable research insight, they must use social media, and use it well. Generally, crowdfunding projects last, on average, 30 days. The aggressive use of social media calls for posts and tweets that contain links, videos about the project, thank you posts to those who have supported the campaign, and even updates on the level of funding that is occurring. But an additional use of social media can

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include links to a hosted survey to obtain feedback on such basic matters as the product name, form factor, price point, description and even how potential backers might personally use the product.

And then there’s crowdsourcing, loosely described as the ability to pose questions for insight, ideation and solutions to a group of people who are generally external to the organization posing the question. Crowdsourcing often precedes crowdfunding and can provide market research information from virtual strangers who have little or nothing to gain from their involvement. Whether they’re an unknown group of people in social media, passionate third-party brand loyalists, high-value customers, or simply people with input, the value of crowdsourcing is undeniable.

But there are risks to innovators, including from an intellectual property perspective. Even if warranties or indemnification concerning the non-infringing origins of the work can be obtained, they may be worthless. Importantly, a company must obtain complete written assignment of rights. Further, companies using crowdsourcing need to address the use of the designer’s name and likeness.

Companies presenting ideas for public involvement or research and development through crowdsourcing of any type should be aware of the potential risks and take particular steps in protection of the same, including seeking copyright, trademark, patent or other types of protection prior to public exposure. Gathering contributor information, utilizing warranty and indemnity statements and even setting privacy rules and other terms of use for interaction with and between contributors will help companies protect themselves and their intellectual property while availing themselves of the benefits of crowdsourcing. In intellectual property situations, companies and innovators should consult an intellectual property lawyer to protect their intellectual property capital prior to launching their crowdsourcing program through the thoughtful application of contracts, terms of participation and other protective measures.

The bottom line, however, is that crowdsourcing programs generally are social media phenomena, where crowds are made aware of opportunities to ideate or fund new products in development. Every time any participant on Facebook, Twitter, Pinterest or any social media channel engages in the “crowd” of friends, family members and business associates on any idea or issue, crowdsourcing is occurring.

Companies who desire to engage in crowdsourcing through their social media channels can present videos and images, pose questions and build real-time responses, explore the underlying feelings and emotions of crowd members, and quickly gather research information that typically takes a much longer timeline through traditional channels. Companies can develop ideas and refine marketing and product development issues that can then be presented in a more formal research process for solid and methodologically robust, valid definition. Whether or not your company has already jumped on the bandwagon, the phenomenon is definitely real and appears here to stay.

Joan Mancuso and Karen Stuth are both founding partners of 5 Square Research. Mancuso has more than 25 years of research experience with a background in sociology, psychology, econometrics and clinical research. Stuth has more than 25 years of experience in marketing, business development and marketing research management.
MEASURE FOR MEASURE

GETTING STARTED WITH SOCIAL MEDIA SUCCESS METRICS

BY LAUREN DRELL AND JULIE DAVIS

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Map out your business objectives.

Marketers generally measure their social media efforts in two ways: through ongoing analytics and through campaign-focused metrics. Marketers use ongoing analytics to measure social media’s impact on things such as brand awareness, customer lifetime value and sales, and to assess current customer sentiment about their brands. Campaign-focused metrics are useful for understanding the impact of a specific social media marketing initiative and vary depending on the goals of that campaign.

Regardless of whether you’re assessing your social media strategy as a whole or per campaign, focus on business metrics rather than on marketing-specific measures, says Nate Elliott, vice president and principal analyst serving marketing leadership professionals at Cambridge, Mass.-based Forrester Research Inc. “Things that businesses and marketers would have focused on 15 or 20 years ago—driving awareness of a brand or product, converting your prospects into paying customers, keeping those customers loyal, reducing churn and increasing lifetime value—these are the objectives we should be pursing in social media.”

To communicate your social media success, and to tie it directly to core business objectives, use business-focused metrics that are familiar to CEOs, CFOs and CMOs alike, says Susan Etlinger, an industry analyst who focuses on social media analytics at Altimeter Group. Could your social media efforts get your company more customers? How about increased brand awareness or better customer engagement?

As you form your social media strategy, make sure that it aligns with your organization’s overall business goals, echoes Philip Sheldrake, managing partner at London-based Euler Partners and author of The Business of Influence: Reframing Marketing and PR for the Digital Age. Social media efforts no longer are add-ons. They’re fundamental elements to many marketing programs, so marketers must focus on demonstrating the impact that they have not only on meeting marketing objectives, but also on improving the company’s bottom-line results, he says.
“THE ROI IN SOCIAL MEDIA IS BETTER CUSTOMER ENGAGEMENT OR DEEPENING THE CONNECTION WITH A CUSTOMER WHO YOU JUST ACQUIRED OR THAT YOU ALREADY HAVE.”

—Marshall Sponder, author of Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics
A lot has changed since the advent of the first social media sites. Now, 74% of online adults are on social networking sites as of January 2014, according to the Washington, D.C.-based Pew Research Center. But with so many social media options available to marketers, it’s difficult to assess which will be worth your time and budget—and which will go the way of Friendster. Here, experts weigh in on the many different platforms available and how you can get started.

### Facebook

“Facebook has the reach and the mass,” says Jay Baer, president of Bloomington, Ind.-based social media consultancy Convince and Convert. In a 2013 survey, the Pew Research Center found that 94% of teens on social media reported having a Facebook profile. Beyond the sheer reach, Facebook allows brands to build a presence by developing a page in a way that other sites don’t, Baer says. By allowing brands to build a mini website and amass content assets, Facebook can serve as a venue for housing digital events and contests.

### Twitter

Twitter is “truly a catalog of human thought,” says Altimeter Group’s Susan Etlinger. Twitter has a large base of active members and a significant global presence. The microblogging site reports 271 million monthly active users and says that 77% of Twitter accounts are held outside the U.S.

According to Baer, Twitter is the tastemaker. Many celebrities and thought leaders have a presence in its highly global audience. “Generally, when news breaks, when things are timely, it happens on Twitter first,” Baer says.

Customer service issues also tend to surface on Twitter. Brands have an opportunity to reap a potential cost savings when they handle customer service digitally instead of over the phone—a way to tie social media efforts back to the business goals, Etlinger says.

### LinkedIn

LinkedIn has long been the go-to site for B-to-B marketers, but in the last 18 months, the site has “moved from what is essentially a digital business card to now the foremost publishing forum among business people in the United States,” Baer says.

By attracting business thought leaders to publish their content, LinkedIn has built a platform around shared career-focused interests. “They saw this trend toward content coming and they embraced it early on. They find themselves now in a very strong position, especially amongst B-to-B,” Baer says.

### Instagram, Pinterest, Tumblr and Snapchat

Visual media are the newest trend in social media avenues. According to the Global Web Index’s Social Summary report, published in April, Instagram is the fastest-growing social media site, with Pinterest, Tumblr and Snapchat not too far behind.

“What I often say is Pinterest is what people want to happen and Instagram is what is actually happening. I find those two sides of the same coin, psychologically,” Baer says. And Baer sees an even bigger trend emerging. He expects to see a shift toward interest-based social networking instead of relationship-based social networking. Baer’s 13-year-old son, for example, connects with other Instagram users who love sneakers, and he’s built a community of friends whom he has never met but whose relationships revolve around their shared interest in shoes. According to Baer, this kind of interaction is the future for social media.

Each social media channel presents unique opportunities for brands, but the goals of a strong social media strategy extend well beyond mastering the tools. “For all brands, the goal is not to be good at social media. The goal is to be good at business because of social media, and those aren’t necessarily the same things,” Baer says.
**2 Don't indulge in “vanity metrics.”** While it's easy to count "likes," shares and retweets, and track your fans and followers, those numbers can be misleading. Such "vanity metrics" mean little in the context of organization-wide success metrics and can be difficult to translate into terms that convey a demonstrative business impact, Etlinger says. "If you have a lot of Facebook fans and Twitter followers, that's nice, but are you bringing in new people from the marketing funnel?"

According to Sheldrake, when social media marketing was brand-new, counting your "likes" or followers was one of the only metrics that marketers could assess and improve upon. But now, Sheldrake says, marketers understand that vanity metrics don't tell the whole story: Many consumers simply "like" a brand in order to get a discount or enter a promotion, rather than actually having an affinity for the brand.

**3 Follow your followers.** Rather than tracking fans and followers within social media, work on mapping out how social channels lead consumers to your website—and what those consumers do when they get there. The key to measuring your success in social media marketing is to determine how your social media efforts lead to further engagement on your website—and ultimately to any resulting sales, experts say—and there are free tools that you can use to get started.

Nichole Kelly, president of SME Digital, the digital marketing division of Hampstead, Md.-based marketing agency Social Media Explorer, suggests using Google Analytics to measure social media conversion, and to answer questions such as: Which social medium led a consumer to your site? Which links did he click on, specifically? How did he interact with the site once he arrived?

Kelly advises that marketers customize their Google Analytics usage in two ways. First, set up a "custom segment" for each social media channel. "When I set up my own segment, I can basically run any report in analytics that I want," she says. "Specifically, I like to look at conversions and acquisitions data around social customers." Second, track the performance of your links in social media by adding tags to the links, or UTM parameters, which stands for urchin tracking module and refers to the software that Google uses to track users who have clicked on a link. "Google Analytics is really good at helping to understand how people who are engaging in social and coming to your site, how that impacts their consideration of your product," Kelly says.

After running this analysis for her own company, Kelly was able to see a big difference in the types and volume of site content consumed by social link clickers as compared to other website visitors. "They visited more often and they visit with this ferociousness around our content," she says. These differences offer marketers insight into the needs of their socially engaged prospects, she says. "The only way I can understand their behavior is being able to isolate them in that data. … Ultimately, what I'm trying to figure out is how their behavior is different from the average site visitor."

**4 Tie it into your CRM system.** To get a sense of how social media efforts might be impacting your customers’ behavior, tie your social media metrics efforts to your customer data, Elliott says. "In the e-commerce environment, actually tracking sales, connecting our social users profiles to our CRM databases so that we can track churn and lifetime value—this is what we have to focus on."

Adds Kelly: "If you're really trying to get down to ROI, the key is to get data into your CRM system." That way you can track customers' social media activity and engagement alongside their purchase behavior, fostering opportunities to make a sale and building the data necessary to demonstrate the impact that social media marketing efforts have on company revenue. "We can start to analyze: 'If I'm a social link clicker, do I spend more money with the company? How long do I retain? Do I adopt more products?' That gives you really in-depth analysis on your process and customers, and how they perform differently at that stage in the life cycle versus somebody who isn't a social link clicker," Kelly says.

**5 Look for long-term impact.** "The ROI in social media is better customer engagement, or deepening the connection with a customer who you just acquired or that you already have," says Marshall Sponder, author of *Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics*. Generating better brand sentiment and encouraging customers to share their opinions about your product moves them one step closer to a final purchase, but it generally takes three months to a year to show results for social media campaigns, he says. "You can't really build your brand in two days. If you did, you'd be forgotten two days later."
INSIGHTFUL INTERPRETATION

How cultural insights inform the marcom translation process, resulting in many localized phrases that convey one global message

BY TERENA BELL
Translation is an industry that typically charges by the word, so logically, slogan translation should be some of the most inexpensive work translation companies do. After all, a slogan like ‘Refreshingly real’ is only two words. But what’s actually real about slogan translation is that this type of work is anything but cheap. Translating slogans is difficult, painstaking and downright costly—especially if you don’t get it right.
THE ACT OF TRANSLATING SLOGANS requires a collaborative environment between the translation company, the ad agency and the end client. And some clients are more collaborative than others. When both the agency and the client are on board, the translation itself is more effective, the work is done more quickly and the bill usually is lower. That’s because to translate anything, you have to understand it, and you have to understand it in two languages. If you translate slogans long enough, it won’t be long before that occasional client asks why he has to “spend so much” or “wait so long” for something to arrive that’s “just a few words.” Sound familiar?

This is what translation and advertising have in common. The work parameters may be different, but the work itself is very much the same. Ad folks are idea makers, given weeks with a product and its maker, able to start from scratch in their conceptual dreaming. When it comes to writing or translating a slogan, in any language, you really are putting a product’s or a company’s soul and spirit into “just a few words.” You have to make the buyer want the product and you have to make him remember to buy the product, all in the blink of an eye. That type of thoughtful capturing takes time, both in the original and future language.

Here, the ad agency has the home court advantage, so to speak, because it gets to start from scratch. Translators are the away team in this deal, having to play on the ad agency’s basketball court, as they take what ad writers have decided is persuasive, then make it equally persuasive in another language for another group of people living in another culture—all while being true to the original copy.

In translating a slogan, you have to make people want, remember and buy the product, but you also have to do it within the confines of the original slogan’s parameters. We are reshaping the idea, but we did not create the idea itself.

Take the slogan, “This should go over big.” When Louisville, Ky.-based Bandy Carroll Hellige, the ad agency for an area McDonald’s franchisee, came to us, they needed this slogan translated specifically for Spanish speakers living in the United States. Now, before you get all excited, I have to tell you that our company, In Every Language, is not the “me encanta” (“I’m lovin’ it”) company. While I’d love seeing our translation up in lights, the slogan work we did for McDonald’s was much more local than anything marketed on an international level. The portion of McDonald’s customers who see our work are Hispanic-Americans in Indiana, Ohio, Kentucky and Tennessee. Our translated slogans ran in Spanish-language newspapers and were on roadside billboards in immigrant neighborhoods. Because of where the slogans appeared, they couldn’t really be localized for
a specific dialect. In Louisville alone, Spanish speakers come from Cuba, Mexico, Argentina, Venezuela, Spain, Guatemala, Belize, Uruguay, Ecuador, Colombia, Peru and Puerto Rico. Take in the rest of Kentucky and then the rest of the region and that list grows longer. McDonald’s doesn’t want to have to put up multiple billboards for all of those different countries. The work that we did had to be localized for a Spanish-speaking consumer but generalized for multiple ethnicities of consumers all at once.

In most of these countries, a Big Mac is called a Big Mac. It’s not a “grande mac,” a “mac gigante” or anything in which we could use the name of the sandwich to play off of its size linguistically. In this case, we faced the issue of what the slogan was trying to say, as opposed to exactly what it said, and I think it’s quite obvious that the core message of this slogan was that a Big Mac is big. Not only is it big, but it is to be a smash hit.

Louisville is unusual for the mid-South in that there are more Cubans than Spanish speakers of any other dialects, so our first impulse was “¡Cosa más grande!” (“The biggest thing!”), a typical Cuban expression used to denote surprise or praise. Perfect, you might think, since it gets across the overwhelming nature of the Big Mac’s large size and also manages to play on the word “big.” But not so fast. Remember: We’re working with different dialects outside of Cuba, and this phrase actually is quite funny because of the triteness of it all. Remember Bart Simpson? Well, “Cowabunga, dude” might have been alright—although I would never argue that it was cool—to say when Bart first hit the scene in 1989, but say it now and you’ll get laughed right out of Springfield. So, think of...
Research shows that localization makes a big impression on consumers. According to the report “Can’t Read Won’t Buy” by Cambridge, Mass.-based Common Sense Advisory, a market research company dedicated to the language service provider industry, 75% of consumers will choose to purchase a product with information provided in their own language and even proficient non-native English-speakers vastly prefer their own language.

Yet for marketers working at the campaign level, measuring and assessing the ROI of a translation project can be a huge challenge. “Words have more than just their meaning. They have cultural associations,” says Daniela Glueck, account manager for Milengo, a global translation and localization service provider based in Berlin. A truly successful localization will need to synthesize those meanings and associations hidden within language to recommend solutions that may not be immediately evident, she says.
When assessing a marketing initiative’s international impact, it’s difficult to link a campaign’s many components directly to translation, says Emma Durant, a global marketing strategist for Waltham, Mass.-based Lionbridge Technologies. There is no silver bullet for assessing ROI on translation projects, but here are a few steps to help you better quantify the impact that your localized marketing is making.

- Extract regional results from the results of the campaign as a whole.
  “When it comes to the return on investment for something like a slogan or campaign headline, or something along those lines, what we would usually do is tag onto the overall KPI and measurement of the campaign,” Durant says. Look at the main goals of the campaign and select KPIs that best indicate the impact that localization has on those goals. This could be anything from regional sales goals to brand awareness or increased customer satisfaction.

- Understand how your customer journey will impact the data that you use to determine ROI.
  “Take your Google Analytics slightly with a pinch of salt,” Glueck says. “If you’re tracking, say, your visitors to your French product site and your visitors to your corporate page in English, the level of content, the level of relevance, and the accuracy of the information for someone who only navigates in French is possibly not allowing you to compare like for like.”

- Where your customers are not going is as important as where they are going.
  If a company’s marketing messages or website isn’t serving its customers well, they may not be following a traditional path to purchase. “If everything’s only available in English, then all they can do is ring that French phone number at the bottom of the page and ask for help,” Gluck says. After a successful translation project, a company may find that it receives far fewer calls to customer service since customers navigate the sales cycle digitally.

- If a portion of the campaign is digital, look for ways to conduct tests.
  “A/B testing is great to see what resonates,” Durant says. She suggests being flexible in adapting marketing materials to the results of the testing and engaging in continuous research.
Research showed that “frappé” is the most common Spanish word for “smoothie”—in countries where smoothies exist—but the problem was that McDonald’s already sold another frappé product and those frappés were already called “frappés” in Spanish. In determining the linguistic path of the fruit smoothie, we were truly starting from scratch.

So what did we name it? In most of South America, people say “smoothie” for fruit drinks and “frappé” for coffee drinks. In Mexico, “frappé” works for both coffee and fruit drinks. “Malteada” and “batido” both specifically mean milkshake, but the fruit smoothies don’t have any ice cream in them. Our team thought of “raspado,” which is similar to “slushie,” but “raspado” was too regional. Non-Mexicans would be confused by McDonald’s selling what they thought of as fruit scraps. In the end, we went with “frappé” after all and stuck “de frutas” (fruit) after it to modify. Boring, I know, but why reinvent the “rueda” (wheel)?

After getting “smoothie” figured out, “Refreshingly real” (“verdaderamente refrescantes”) was refreshingly easy.

It just goes to show that what may be “just a few words” to the client is an entire thought process for everyone involved in any stage of the development pipeline—and translators, too. In the translation world, two little words quickly turn into an intensive spelunking mission deep into the heart of Spanish smoothie history. Translation is more than changing out one language for another, especially when you add scope that makes you take sociolinguistics into account to name the product that you’re promoting. But what makes a project harder is that translators must consider a marketer’s original intent, the original ad’s language, the product itself and the target market(s).

Collaboration is key to your slogan getting translated smoothly. I suppose translators should take it as a compliment when some clients get upset about having to “spend so much” or “wait so long.” It just means that we’re good at what we do because the best slogan translators are skilled at making something look easy that clearly is not. 

TERENA BELL is CEO of In Every Language, a language services provider offering translation, interpreting and localization. She has served as secretary of the Globalization and Localization Association and on the Association of Language Companies leadership council. She sits on the Obama Administration’s White House Business Roundtable and writes for MultiLingual Magazine. She can be reached at terenabell@ineverylanguage.com.
DIGITAL TOOLS, PHYSICAL RESULTS

IBM’s Kevin Bishop Weighs In On The State Of Consumers’ Comfort With Big Data, Meeting Customer Expectations and Deepening Brand Engagement In The Digital Era
As the availability of data grows, marketers face increasing pressure to leverage those assets into business opportunities without abandoning foundational relationship-building tactics.

According to a January 2014 study by Dublin-based global consultancy firm Accenture, 71% of respondents see at least one digital capability—including data analytics, mobile computing, social media and e-commerce—as critical to their company’s growth. Meanwhile, customer experience is an increasing focus among top-performing businesses, according to an April 2014 study conducted by the Harvard Business Review’s Analytic Services division, the organization’s independent research arm. Seventy-three percent of top performers report that their companies have processes in place to support customer experience programs, the study says.

Customer experience—along with the analytics that drive it—is the foundation for IBM’s new ExperienceOne software, a suite of tools designed to track the full customer experience journey, whether it’s in a store, on a computer, over the phone or on a mobile device, and to use that data to drive strategy and track effectiveness. Leading this initiative is Kevin Bishop, vice president of IBM ExperienceOne, who aims to help marketers take a critical look at customer experience and engagement. Marketing Insights recently caught up with Bishop to learn more about setting data-driven marketing goals and the future of data advocacy.

Q: You’ve been at IBM since 1985, starting out as a systems engineer then working your way up to vice president of IBM ExperienceOne customer engagement solutions team. How does your background in systems design and your experience in marketing influence how you approach problems?

A: I think a big part of my success has been applying methods that were developed in a completely different field—statistical processes or control of assembly line processes on a shop floor, making cars or aero engines or whatever and looking at all of the different failure modes. … As we think about engaging customers in a world that is very digital, it’s kind of that same thing. Customers each follow their own journey according to how they see things, and sometimes that aligns with the path of people trying to market and sell them things, and sometimes it doesn’t. … You can take
that very science and engineering and statistical approach to understanding customers.

Of course, marketing’s different, though. … You can do all of the stats to understand who your audience is and what your drivers are, but then there’s also a piece of creativity that needs to create an emotional bond with somebody, and that’s where marketing is fascinating.

Q: In this highly connected digital era, customer expectations for personalized interactions are growing. How can brands use data to meet these new expectations?

A: There are several ways into this. One is about understanding expectations—using data to get insights into who your best customers are and what behaviors they follow. … A completely different train of thought is using data to present the right thing in a moment. [Take] Sephora, for example: If I use geo-fencing technology so that they see a consumer with a phone with their app walking around in whatever the right geo-fence is for one of their stores, they’re going to send one message to that push screen. But what is the right message? … You use a combination of past history and choice of offers available and say, ‘Given your history, this is the offer.’

Q: IBM ExperienceOne goes hand in hand with IBM’s Smarter Commerce initiative, and has worked with companies such as True Value, 1-800-Flowers and Hertz to boost their customer experience. The context of each experience is very different with each company. How can you assess success? How do you show that context matters within IBM’s overall measurement/analytic strategy?

A: The way we measure our customer’s success is in their terms, and by working hard to understand what those measures of success are at the beginning of the process. A) We select the right elements of the [ExperienceOne] portfolio, and, B) we tailor them in the best way to help them achieve success.

Q: How can you quantify this type of success in order to show its organization-wide impact beyond the marketing department?

A: At the macro level, the drivers are very common. [They are] acquiring and retaining customers, spending more in the moment and over time, and advocating for me. ‘Are they net promoters of my brand and actively advocating for me?’ … Individual departments are interested in things like, ‘What is my cost per lead if I’m a marketing department?’ Or, ‘What is my cost per service if I’m a call center servicing after-sales calls?’ Or, ‘What is my cost per square foot of store space, or cost per visit if I’m an electronic store space?’ So there is very clearly a set of departmental measures, but then within that you get the measures that add up to that. What was my response rate for my e-mail? What was my click-through rate for my website? What was my dwell time or engagement time within my application?

We end up often building decisions trees that say, ‘If your response rate goes up by this much, if your click-through rate goes up by this much, or if your dwell time
Q: IBM recently partnered with the Chicago Architecture Foundation (CAF) to launch the City Forward initiative, a dashboard featured within CAF’s City of Big Data exhibit that shows visitors local data such as housing info, weather updates, employment rates and transit data, all updated in real time. What does IBM aim to gain by helping everyday consumers feel more comfortable with Big Data?

A: Data is possibly the only natural resource that is growing. Humans consume the natural resources and burn the oil and chop down the trees and so forth, but we seem to be creating more and more data all of the time. There’s plenty of talk about security breaches and data abuses … and many people need to take action to mitigate those, and treat peoples’ data with the appropriate respect and care and confidentiality that it needs.

On the other hand, data can be incredibly useful. … When you think about a city, there are all kinds of things that we ignore and take for granted because they’re happening around us every day: the traffic on the roads, the education in the schools, the health care in the hospitals, policing on the streets. [There is] a whole array of public systems, all of which can be designed better with data. … We should ask all of the questions about privacy and security, but in the context of, ‘I want my data to be shared because it’s useful, but I want it to be shared properly, not in an irresponsible way.’ And that’s the debate we’re trying to engage in and stimulate.

Q: IBM recently announced that it’s joining forces with Apple to produce an application for a wide variety of industries. Now that IBM is no longer in the PC market, how does this partnership fit within both companies’ overall strategies? How will
consumer-focused Apple help the analytics-driven IBM expand its reach in the mobile Web space and the industry as a whole?

**A:** A lot of the applications in the world that businesspeople use—that the check-in person at the airport uses, that the insurance clerk in the agency uses, that the claims handler in motor insurances uses—these were big, complex business applications that have thousands and thousands of users and millions and millions of transactions going through them that were designed 10, 20, 30, sometimes as long as 50 years ago. And the user interfaces to them are not sophisticated at all and look nothing like what any of us use in our consumer world, so the interest is actually pretty straightforward. It’s about bringing to the business applications world the same level of simplicity and usability that Apple instigated in the consumer world.

If you go to Restoration Hardware today, they’re already doing this: All of the assistants have an Apple device. [If] you’re looking at a sofa or a bed or something, the store can only show you three to four from their range and they can only show you one color from their range, so the assistant is using a very friendly device to take your interest in the physical thing and enhance that experience through the digital piece. Then what we want to do is tie that into the stock and availability system, so what it’s doing is helping Apple have their devices at the front line of customer experience in all kinds of businesses. They’re clearly hoping to sell more devices in the business market, not just the consumer market. … [It’s] making those mobile and really easy-to-use applications just like a typical consumer application, when in the past, they haven’t been.

In my ExperienceOne space, I’m not just thinking about the interface with the customer in the store or the traveler in the airport. I’m also thinking about the person doing a marketing job. … It will be somebody’s job to go around in the field working with the different partners to design the right layout and posters and things in the store. And how do you get that onto a mobile device that’s really easy to use so that you can be doing that together with your franchisee?

**Q:** Looking forward, what factors will be the biggest drivers of change for data availability and usability in the customer experience space?

**A:** The biggest driver of change for data availability is a combination of standards and regulations in a positive sense, so that data is available and more usable because it comes in standard formats. … But the tip of that is regulation. [If] consumers and citizens push back against some of the data abuses or data breaches that happen and we start saying collectively, ‘We don’t want this,’ that will restrict the availability of data. It’s standards and regulations in tension with each other [that] will drive data in our field.
im Larson is a brand builder at heart. As the head of Google BrandLab, housed at Google-owned YouTube’s headquarters in San Bruno, Calif., she has worked with brands such as Budweiser and General Mills to strengthen their brand resonance via video marketing. Larson, who studied neuroscience as an undergrad, says that she’s always been intrigued by the art of creating brands that have long-term impact on culture. Before Google, Larson worked on the agency side at branding and strategy firm Prophet and on the client side as the vice president of brand experience and marketing at Jamba Juice. As the global brand marketing concept director at Nike, she helped drive the concept behind the original Nike+ and led the brand’s influencer marketing initiatives.

Now she works to help brands navigate a web of digital marketing opportunities and data-driven insights to deepen engagement and broaden their outreach.

Marketing Insights caught up with Larson to learn about the challenges of marketing to a constantly connected, digital consumer base, the importance of establishing content-based success metrics, and what she’s learned while mining data for everything from sneakers to smoothies.
Q: What insights does Google BrandLab offer brands when working to strengthen their overall brand image?

A: Consumers are so complex today that, particularly for brands that want to develop a content strategy, we try to look pretty deep at their affinity. For people who are consuming your content today, or perhaps the target segment that you want to go after, what other interests do they have? What other types of content are they consuming? How does that align with what your brand stands for and where your brand vision is? Affinity is a big source of inspiration, particularly if you’re looking to develop a content strategy, and an important metric for everyone is engagement, so we try to do an assessment of the current engagement on the brand today. How engaged are they with your brand and your content on YouTube? How do they stack up to the category? That’s largely dependent on the advertiser’s goals, but we would look at shares, ‘likes,’ comments, watch times, views, impressions—all of those things meld together and can be very telling in terms of just how you stack up relative to your category.

Q: What branding myths exist among marketers today?

A: I think the first one is the elusive viral video. Everybody wants one, but there’s really no prescription for how to get one. I think the Volvo ‘Epic Split’ from Cannes that won big is really telling because most people don’t understand that it was huge. It was an entire series of live test [campaign] videos. They’ve been at that for 18 to 24 months and each of those videos leading up to that has different degrees of viral success, different strategies that they tried to engage their audiences in, and I think people see something like [Jean-Claude] Van Damme and the ‘Epic Split’ and they say, ‘Wow.’ But that’s not a one-hit wonder. That comes from some really concrete strategy that they’ve been committed to for several months, if not years. I think the myth is that it just happens and you strike gold. It really takes insight, it takes planning and it takes commitment, and that’s daunting for a lot of advertisers.

Another myth is that ‘if you build it, they will come.’ There are 100 hours of content uploaded to YouTube every single minute, so you have to stand out and you absolutely have to promote your content or it’s not going to get seen.

Q: How does your neuroscience background come into play when analyzing consumer data, feedback and research?

A: I think my undergraduate degree gave me early exposure to an overwhelming amount of data and taught me to always push for the underlying ‘why.’ There’s so much information available today that it’s very easy to get lost in it. Being able to interpret the ‘why’ and ‘so what’ is such a fundamental skill for marketers today.

Q: You work with more than 100 global brands ranging from Budweiser to General Mills to State Farm. What are some of the biggest brand challenges out there?

A: We see, typically, three types of challenges. The first one is around content strategy. Brands come in knowing that they need a content strategy and perhaps even having the beginnings of this content strategy, but they really need help. … Once you build the content, how are you going to get eyeballs, reach and engagement? We talk to a lot of brands about that. Other brands have great content, but they don’t have the eyeballs that they need. They’re not getting credit for that amazing content; it’s not coming through for whatever reason. For those brands, we do much more media amplification and look at their media strategy to understand other tools, tips and tricks that we can bring to the table to give them some more efficiency. …
[The third issue is] a brand that’s coming in very specifically for a launch. ... That’s a much more focused day and there’s an endpoint to that. We try to understand what the near-term and long-term goals are, and then craft a workshop that’s going to be most beneficial for them at that time.

Q: What are some of the most common digital marketing mistakes, and how do you steer clients away from those pitfalls?

A: I think one of the things is that it’s easy to run amok. There are so many options in digital—the opportunities are nearly endless—so I think it comes back to your brand’s fundamentals and being really clear on what those are. That hasn’t changed. For any marketer who’s thinking about how to be more aggressive in the digital age, I always say go back to your brand fundamentals. Make sure your essence is clear and that every agency and every media buyer understands what that long-term vision is because in the midst of a quarterly campaign planning season, you’re going to have so many ideas turn your way and they’re all possible, but they’re not necessarily all right. Being able to have that filter and be really clear on what those filters are for the long-term success of your brand is one of the most important things.

I think the other one is just authenticity. ... Consumers are so sharp, and beyond anything, they want to see you be real. They want to see the honest, behind-the-scenes part of the brand, and if you put up something that’s not authentic, they will call you on it. Do not try to be something you are not. Be very clear on who you are. How you bring that to life in digital is the fun part and, specifically, how you can push a brand in the digital space is why this job is so amazing. But you also have to be clear on what you won’t do and where those guardrails are. Those keep you grounded and they keep you on strategy.

Q: According to the study ‘B2C Content Marketing: 2014 Benchmarks, Budgets, and Trends’ by the Content Marketing Institute, 90% of B-to-C marketers are using content marketing, yet only 34% of B-to-C marketers consider themselves effective at it. What’s the biggest challenge that brands have with content marketing and how do you help them combat it?

A: Measurement, no doubt. Every brand is trying to figure out what the metrics are for content. What matters? Awareness, views and impressions are part of it, but what does engagement actually mean for a brand? And then how do you measure that in real time?

With Google, specifically, we’ve made really strong strides in it just over the last 12 months, so we have really good tools measuring upper funnel metrics like awareness and ad recall, and we can even get into consideration by looking at search lift, but as you get farther down funnel, it’s definitely harder to

“We talk about it in terms of assists versus goals. We are working hard to develop tools that help marketers understand the effectiveness of all of their assists and how they ultimately drive or don’t drive sales.”
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measure. … You have to remember that TV has been around for 65-plus years and we've been studying how to measure TV for a very long time. Those models are tried-and-true, and I think video is catching up quickly, but we're not there yet. That's really a huge focus on what Google is trying to deliver.

**Q:** What are the leading upper-funnel metrics that your team measures and why is their impact important? Explain the measurement murkiness that comes with getting farther down the funnel. How do you guide marketing and research professionals through it?

**A:** The murkiness is still around attribution and tracking sales back to individual ads/actions/engagement that brands have with customers. We talk about it in terms of assists versus goals. We are working hard to develop tools that help marketers understand the effectiveness of all of their assists and how they ultimately drive or don't drive sales.

**Q:** Marketers are vying to attract the attention of the super-connected consumer who’s spending time in multiple channels. How is Google BrandLab helping marketers cut through the online noise to build stronger connections with consumers?

**A:** This is really the $100 million question. I think it’s a couple of things. One thing we do is a very careful assessment of what that brand is doing today. We try to build a little digital scorecard that looks at the content they’re building and how ready they are for the multiscreen consumer. How does that content translate across devices? … Doing an initial assessment of where their brand is today gives us a strong place to start from. This is not a panacea, it’s not a sure thing. We’re huge advocates of ‘test, measure, iterate.’ Especially for brands that are nascent in their digital strategy, they have to build organizational confidence, so they have to put some points on the board for their boss, their CEO and their board.

**Q:** What's the next big thing that marketers and researchers should know about when it comes to effectively building a brand’s image? What insights can they leverage from the past for competitive advantage?

**A:** It all comes back to your consumer. It all comes back to who your target is. Yes, you can look at what you’ve done in the past and your campaign effectiveness and how consumers have responded to that, but consumers are changing. What we try to do is [determine] how they were behaving before and how they are behaving today. What does that mean in terms of your strategy and how you have to interact differently with them? Again, it’s part of the pace of change. Being able to be where consumers are when they want to interact with you is highly dependent upon the brand, and that’s highly dependent upon your consumer target.

“Every brand is trying to figure out what the metrics are for content. What matters? Awareness, views and impressions are part of it, but what does engagement actually mean for a brand? And then how do you measure that in real time?”
Recognize the opportunity. “If properly exploited, [exporting] can yield excellent performance results from both a market (market share) and a financial (profits) perspective.”

Understand the drivers behind superior export performance. Marketers need to leverage the right resources and capabilities, encourage innovation within their company and think in an eco-friendly mindset within foreign markets, which will help them balance the elements of an export marketing strategy, Leonidou says.

Use multiple lenses. “Investigating exporting from different and multiple theoretical lenses helps to bring to the surface various interesting, important and novel issues, especially in light of the fact that many ideas developed in domestic marketing and other business disciplines can be productively transferable to an international business domain.”

Continue to theorize. According to Leonidou, export performance is one of the most widely used but least understood elements within export-based research, so marketing researchers should continue working toward forming theories, conceptualizing its role, and measuring its impact.

todaysmarketinginsights.org To read Leonidou’s essay in full—or for more thought leadership from leading marketing scholars—visit ama.org/jreader.
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