Verder denken

# Welkom

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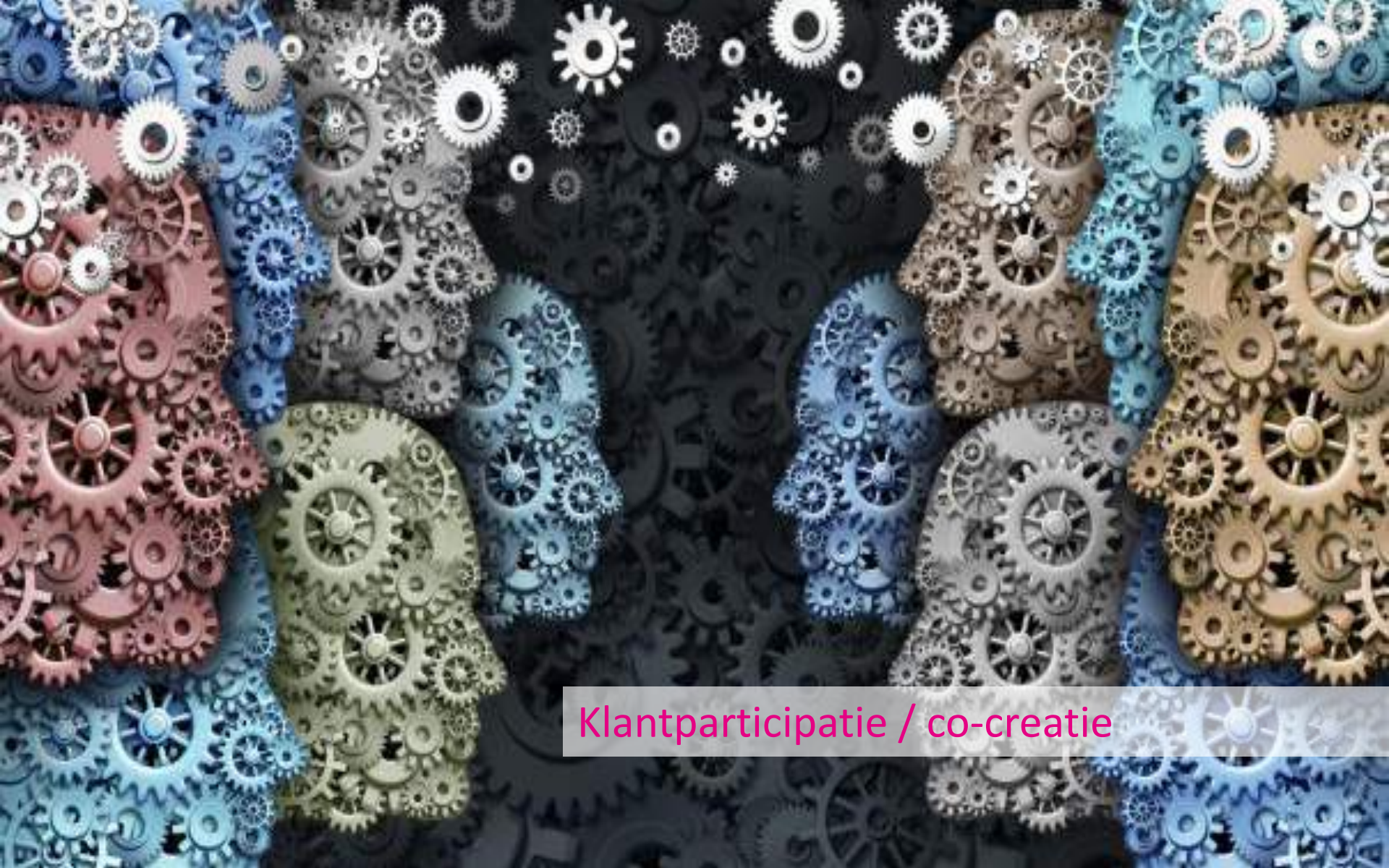
40
40
40
ERIE

DIGITALISERING

# Nieuwe Businessmodellen


Klantparticipatie / co-creatie

Platformisering

# Exponentieel Organiseren

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# Opening

drs. Eric Buffinga

## Programma

- Digitalisering en netwerken - ing. Marco Derksen
- Digitale marketing en co-creatie - Prof. Dr. Peter Leeflang
- Pauze
- Praktijkcase: De Nieuwe Bibliotheek - Adham Laamraoui
- Themasessies - MOOC factory
- Exponentieel Organiseren - Gerard Brouwer

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# Digitalisering

Video: Erik Brynjolfsson Race with the machines

# Digitalisering

## Video: Erik Brynjolfsson

## Race with the machines

Technologische ontwikkeling
Productiviteit ontkoppeld van werkgelegenheid
Anders economisch denken
Onderliggende oorzaken:
- Digitaal
- Exponentieel
- Combinatorisch

Organisaties opnieuw uitvinden – nieuwe businessmodellen en platforms
Samen met technologie optrekken, teamwork

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# Digitalisering

Ing. Marco Derksen

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# Digitalisering

Ing. Marco Derksen

## Dialoog / vragen

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# Digitale Marketing

Prof. dr. Peter Leeflang

Over digitalisering, platforms/sociale media en merken

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Over digitalisering ,platforms/sociale media  en merken

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# Spanningsvelden in digitale marketing

Social Media

Merken

Prof. dr. Peter S.H. Leeflang
*i.s.m. McKinsey & Company*

AOG 23 juni 2016

# Inhoud

- ✓ Belang Digitale Marketing
- ✓ Spanningsvelden
- ✓ Sociale Media
- ✓ Merken & Sociale Media
- ✓ Conclusies en aanbevelingen

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# Belang Digitale Marketing

# Digitalisering groeit fenomenaal snel

~28% van verkochte telefoons
= **smartphones**

~61% van alle internetconnecties
= **mobiel**

**Smartphone wordt ‘mainstream device’**

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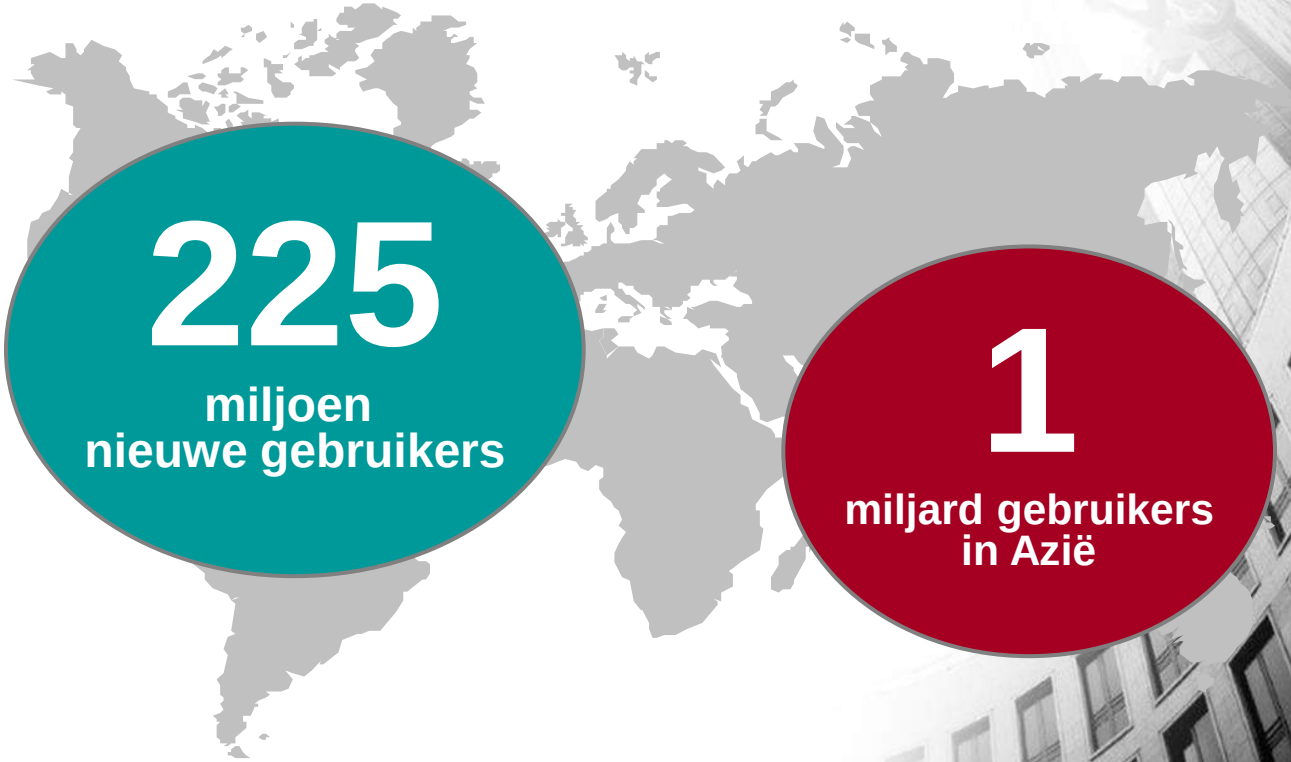
# Wereldwijd Internetgebruik blijft explosief groeien

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- In 2020 zal er nog 44 keer zoveel data zijn als in 2009.
- De vele touchpoints (callcenter, e-mail, website, bezoek, e-nieuwsbrief, klantonderzoek, social en mobile media, pinautomaten, video's, bewakingscamera's) leveren terabytes aan data op.
- Per minuut verschijnen er 571 nieuwe websites.

# Eind 2015

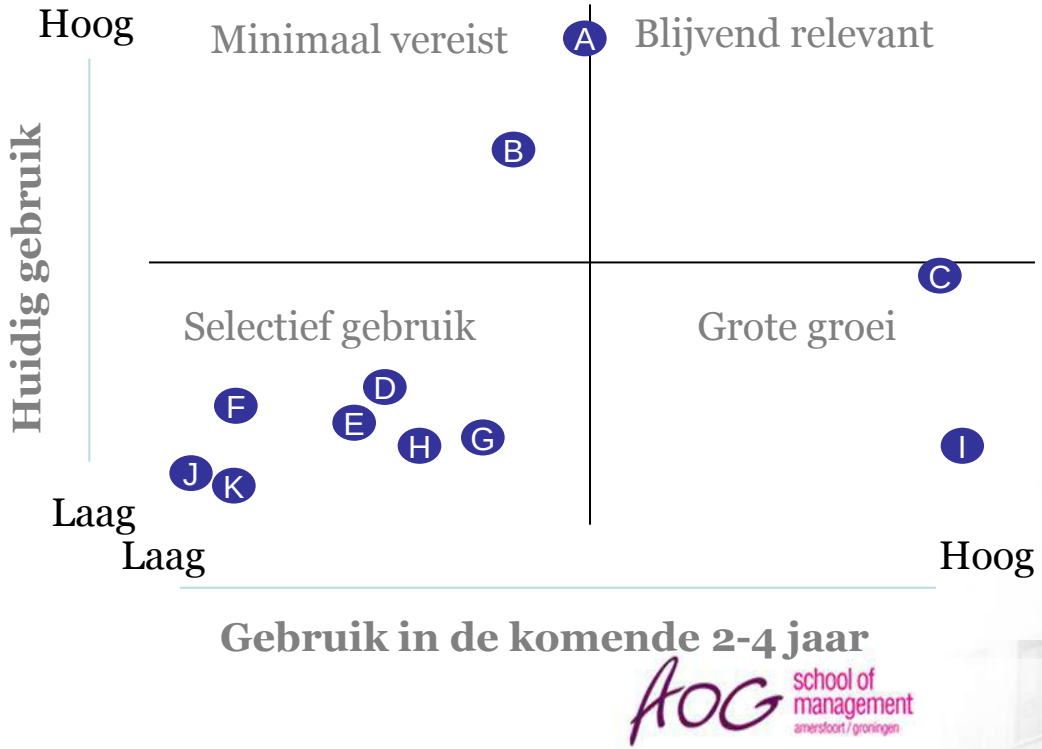
- 1 miljard Facebook gebruikers
- 320 miljoen Twitter gebruikers

- 50% van alle social media gebruikers volgen merken
- 20% van alle Tweets bevatten een boodschap over een merk.
- 36 miljard dollar – social media strategies

# Groot internationaal onderzoek onder 777 top marketing executives

- In fase 1: kwalitatief onderzoek, zijn **10 digitale marketingspanningsvelden** geïdentificeerd.
- Vervolgens kwantitatief online onderzoek onder het panel van de McKinsey Quarterly.
- 777 marketing executives over de gehele wereld hebben meegewerkt aan dit onderzoek. 78 procent van de respondenten kwamen uit Europa of Noord Amerika.

# Sociale media en mobiele applicaties: groeikansen!




- A Bedrijfswebsite
- B E-mail communicatie
- C Sociale media
- D Niet-betaalde zoekresultaten
- E Betaalde zoekresultaten
- F Betaalde banneradvertenties
- G Mobiel/SMS communicatie
- H Eigen online winkel
- I Mobiele toepassingen
- J Interactieve stemopname
- K Derde-partij online winkel

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# Spanningsvelden

## Uitdagingen

## Kansen

## Bedreigingen

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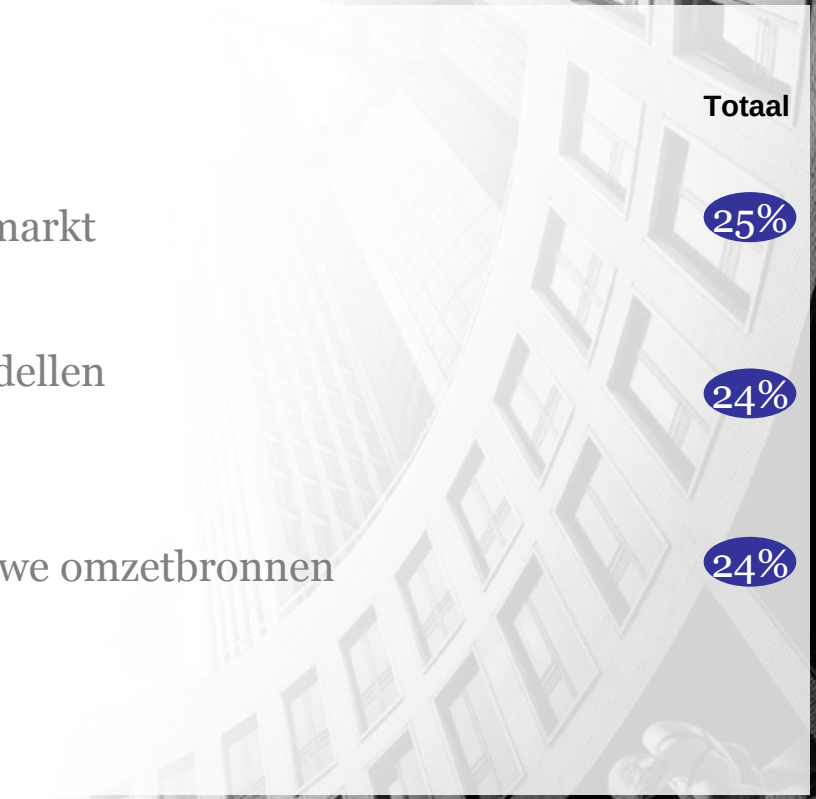
# Data heeft de meeste bedrijven voorgoed veranderd

| | Totaal |
|---|---|
| Mogelijkheid om volgens een nieuwe manier te communiceren en klanten op een nieuwe manier te bedienen | 56% |
| Toenemende toegang tot data en inzichten | 39% |
| Mogelijkheid om nieuwe klantsegmenten te bereiken | 30% |
| Grotere mogelijkheden om kosten van verschillende businessprocessen te reduceren door technologie | 25% |

# Data heeft de meeste bedrijven voorgoed veranderd



# De 10 uitdagingen van Digitale Marketing

| | Digitale spanning | Uitdaging | Omschrijving |
|---|---|---|---|
| Business-strategie en klantinzichten | 1 Verdienmodellen | Omarmen vs. verdedigen | De toenemende aanwezigheid van digitale ‘tools’ en technologieën bedreigt bestaande business modellen. |
| | 2 Klantinzichten | Al dan niet inspelen op verschillen in consumentenbehoeften | Het genereren van diepe klantinzichten is noodzaak om te kunnen blijven concurreren. |
| | 3 Doorbraak | “Data Crunching’ vs. creativiteit | Teveel vertrouwen op harde cijfers en data kan creativiteit en innovaties dwarsbomen |

# De 10 uitdagingen van Digitale Marketing

**Marktoperaties en -uitvoering**

| | Digitale spanning | Uitdaging | Omschrijving |
|---|---|---|---|
| 4 | Sociale Media | Klant ‘engagement’ vs. Klant ‘enragement’ | Het managen van merk en reputatie is uitdagender in een marketingomgeving waarin sociale media een belangrijke rol speelt |
| 5 | Online mogelijkheden | Jongeren vs. ‘De Rest’ | Het gebeurt te vaak dat digitale marketing zich alleen op de jongere segmenten richt, waarbij veelbelovende segmenten van oudere consumenten worden gemist. |

# De 10 uitdagingen van Digitale Marketing

**Marktoperaties en -uitvoering**

| | Digitale spanning | Uitdaging | Omschrijving |
|---|---|---|---|
| 6 | Prijstransparantie | Loslaten vs. Controleren | Digitale middelen om prijzen te vergelijken bemoeilijken het vaststellen van optimale prijzen. |
| 7 | Geautomatiseerde interacties | Productief vs. Destructief | Service automatisering en pogingen tot het migreren van online klantinteracties kan klantontevredenheid veroorzaken. |
| 8 | Metrics | Uitbreiden vs. Gevestigde metrics gebruiken | Het beoordelen van de effectiviteit van digitale marketing is lastig, omdat de effecten van online en traditionele metrics niet direct vergelijkbaar zijn. |

# De 10 uitdagingen van Digitale Marketing

| | Digitale spanning | Uitdaging | Omschrijving |
|---|---|---|---|
| Organisatie en capaciteiten | 9 Talent ‘gap’ | Stapsgewijze veranderingen vs. Fundamentele veranderingen | Marketing en samenwerkende afdelingen zien een significant talententekort qua analytische skills |
| | 10 Organisatie | Functioneel vs. Samenhangend | De prominentie van marketingactiviteiten binnen bedrijven zorgt voor organisatorische uitdagingen |

# Inzoomen

- Rol Sociale Media
- Merken en Sociale Media

# Terwijl Social Media de macht over merk, imago en reputatie overneemt, blijkt meten van impact lastig

| Problemen met sociale media | Totaal |
| --- | --- |
| Moeilijk om invloed adequaat te identificeren | 44% |
| Financiële beperkingen/grenzen | 38% |
| Het meten van invloed van sociale media met de juiste metrics | 31% |
| Gebrek aan controle over merk- of bedrijfsimago | 20% |

# 3 Empirische Studies

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# Popularity of Brand Posts on Brand Fan Pages: An Investigation of the Effects of Social Media Marketing (1)

*by Lisette de Vries, Sonja Gensler en Peter Leeflang (2012)*

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Brand fan pages op sociale media: klanten worden ‘brand fans’.

Brand fans zijn:

loyaal en toegewijd aan het bedrijf,

staan meer open voor het ontvangen van informatie over het merk (Bagozzi & Dholakia 2006),

delen hun enthousiasme over het merk(Kozinets 1999).

## Voordelen van brand fans:

- komen vaker naar de winkel,
- genereren meer positieve mond-tot-mond communicatie,
- zijn meer emotioneel verbonden aan het merk dan non-brand fans (Dholakia & Durham 2010).

# Brand fan pages & Brand post popularity

Brand fan pages:

- zijn een bron van informatie en social benefits voor de brand fans (Bagozzi & Dholakia 2002; Dholakia, Bagozzi, & Pearo 2004).

Bedrijven creëren brand posts met daarin anecdotes, foto's, video's, en ander materiaal.

Brand fans spelen in op deze 'brand posts' door ze te 'liken' of er op te reageren

= **brand post popularity**

# Effecten van elementen van “brand fan pages”op “likes” en “comments”

| | “Likes” | “Comments” |
|---|---|---|
| 1. Vividness (animaties, kleur, afbeeldingen) | + | . |
| 2. Interactief | + | + |
| 3. Positie van brand post | + | + |
| 4. Relatief aantal positieve commentaren | + | + |
| 5. Relatief aantal negatieve commentaren | . | + |

Informatie van brand post

Entertainment van brand post

Geen effect op “likes” en “comments”

# Effects of Traditional Advertising and Social Messages on Brand-Building Metrics and Customer Acquisition (2)

*by Lisette de Vries, Sonja Gensler en Peter Leeflang (2016)*

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# Consumers are influenced by traditional advertising and different social messages

- Every year, US firms invest about $130 billion in traditional advertising (e.g., television, radio, print, outdoor) to build their brands and increase sales
  (eMarketer 2014).
- Firms post messages on these pages with which consumers can interact: F2C social messages
  (de Vries, Gensler, and Leeflang 2012)
- Consumers are influenced by what other consumers say about a brand online (i.e., consumer-to-consumer (C2C) social messages).
  (Gupta and Harris 2010; Zhu and Zhang 2010)

FORUMS TOPIC

**Garmin Forerunner 110 vs Nike+**

GUIMA_2002 · 5/25/13 @ 5:30 PM

Hey guys, I was training with my iPhone and Nike + app but got tired of run with an armband, so I bought a Garmin Forerunner 110. The problem is that in my first two runs I ran with both devices to check accuracy, and they are giving me different results, both in pace and in distance. These are the results for one particular test run. Garmin: 2.58km / 9:29 min/km Nike + App: 3.3km / 7:16 min/km How can I find out which one is right? I don't know why I believe the Nike +, maybe because it gives me

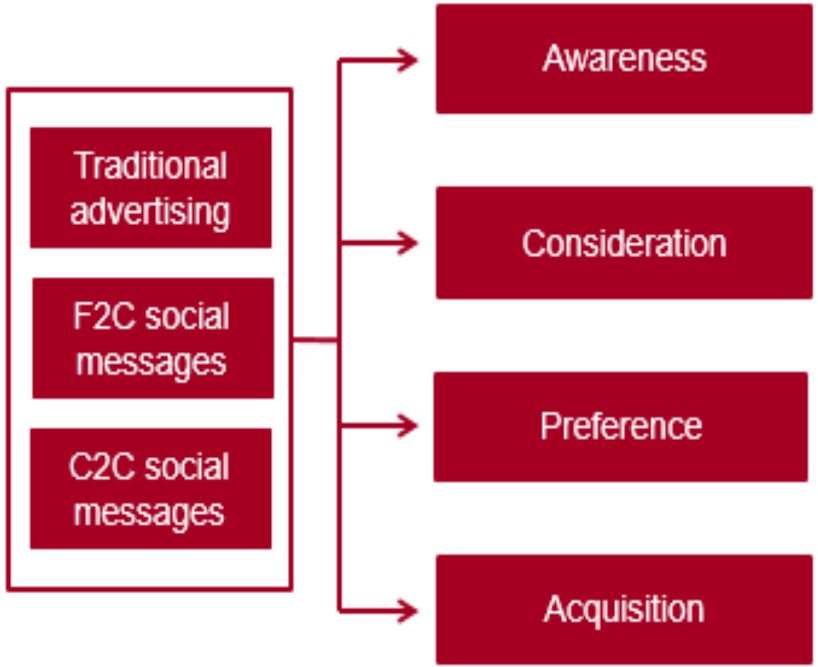
# Previous research

Studies that examined the effects of *either* traditional advertising, *or* F2C social messages, *or* C2C social messages, find positive effects on firm performance:

# Aim of this study

Examine the relative effectiveness of traditional advertising, F2C, and C2C social messages for both brand building and customer acquisition over time.

# Effects of messages on brand building and acquisition



# Relative effectiveness of the different messages

- C2C messages are more effective than traditional advertising at generating sales or acquiring customers.
- C2C social messages are more effective than F2C social messages for evoking apparel purchases .
- C2C social messages usually focus on the functioning of products or consumers' product experiences .

C2C social messages are most effective for preference and customer acquisition.

# Data on messages is obtained from different sources

Weekly data from a European telecom company from week 30, 2011 till week 44, 2013.

- **Traditional advertising**
  - Measurement: gross media expenditures (across print, OOH, radio, TV)
  - Source: Nielsen
- **F2C social messages**
  - Measurement: number of impressions of firm posts
  - Source: Facebook Insights
- **C2C social messages**
  - Measurement: number of C2C messages on forums and Twitter
  - Source: social listening tool of focal firm

# Modeling approach: VARX model

- Determine **cumulative** (i.e., short- and long-term) **effects** of the different messages on both brand building and customer acquisition by using impulse response analyses.

- Compute elasticities to be able to compare the **relative effectiveness** of the different messages.

- We also model the **interrelationships** among the different messages and the brand-building metrics and customer acquisition.

# VARX model specification

$$\begin{bmatrix} \ln(TA_t) \\ \ln(F2C_t) \\ \ln(C2C_t) \\ \ln(A_t) \\ \ln(Con_t) \\ \ln(Pref_t) \\ \ln(Acq_t) \end{bmatrix} = \begin{bmatrix} \alpha_{TA} \\ \alpha_{F2C} \\ \alpha_{C2C} \\ \alpha_{A} \\ \alpha_{Con} \\ \alpha_{Pref} \\ \alpha_{Acq} \end{bmatrix} + \begin{bmatrix} \delta_{t,TA} \\ \delta_{t,F2C} \\ \delta_{t,C2C} \\ \delta_{t,A} \\ \delta_{t,Con} \\ \delta_{t,Pref} \\ \delta_{t,Acq} \end{bmatrix} + \begin{bmatrix} \theta_{1,1} & \theta_{1,2} \\ \vdots & \vdots \\ \theta_{7,1} & \theta_{7,2} \end{bmatrix} \times \begin{bmatrix} X_{1,t} \\ X_{2,t} \end{bmatrix} + \begin{bmatrix} \beta_{1,1} & \cdots & \beta_{1,4} \\ \vdots & \ddots & \vdots \\ \beta_{7,1} & \cdots & \beta_{7,4} \end{bmatrix} \times \begin{bmatrix} \ln(TA_{comp,t}) \\ \ln(C2C_{comp,t}) \\ \ln(C2C_{neg,t}) \\ P_t \end{bmatrix}$$

$$+ \sum_{j=1}^{J} \begin{bmatrix} \Phi_{1,1}^{j} & \cdots & \Phi_{1,7}^{j} \\ \vdots & \ddots & \vdots \\ \Phi_{7,1}^{j} & \cdots & \Phi_{7,7}^{j} \end{bmatrix} \begin{bmatrix} \ln(TA_{t-j}) \\ \ln(F2C_{t-j}) \\ \ln(C2C_{t-j}) \\ \ln(A_{t-j}) \\ \ln(Con_{t-j}) \\ \ln(Pref_{t-j}) \\ \ln(Acq_{t-j}) \end{bmatrix} + \begin{bmatrix} \varepsilon_{TA,t} \\ \varepsilon_{F2C,t} \\ \varepsilon_{C2C,t} \\ \varepsilon_{A,t} \\ \varepsilon_{Con,t} \\ \varepsilon_{Pref,t} \\ \varepsilon_{Acq,t} \end{bmatrix}$$

deterministic trend

buzz events + holidays

Exogenous variables: competitive advertising, competitive C2C social messages, C2C valence, promotion intensity

Lagged endogenous variables (1-lag based on several fit statistics)

# Cumulative effects of messages on purchase funnel

| | Impulse in… | | |
|---|---|---|---|
| **Response of…** | Traditional advertising | F2C social | C2C social |
| **Awareness** | .026 (2-4) | .013 (1) | |
| **Consideration** | .021 (2) | .010 (3) | .015 (2) |
| **Preference** | | | .023 (2) |
| **Acquisition** | .186 (2-8) | .100 (1, 3-6) | .105 (2-6) |

- Traditional advertising and F2C social messages complement one another in their effectiveness on awareness, consideration, and acquisition.
- C2C social messages are most effective in creating preference.

# Cumulative effects of interrelations between messages

- Firm's policy: traditional advertising and F2C social messages are planned in advance; effects are result of the firm's scheduling policy.

| | Impulse in… | | |
|---|---|---|---|
| **Response of…** | Traditional advertising | F2C social | C2C social |
| **Traditional advertising** | - | .271 (2-4) | .093 (1) |
| **F2C social** | -.416 (2-4) | - | |
| **C2C social** | .029 (1) | | - |

- Interestingly, traditional advertising messages stimulate C2C social messages.

# Summary of the effects of messages on brand building and acquisition

- Traditional advertising is most effective for both brand building and customer acquisition.
- Traditional advertising also positively affects C2C social messages that in turn affect consideration, preference, and acquisition.

- F2C social messages complement traditional advertising efforts.
- Feedback effect of acquisition on F2C social messages.

- C2C social messages are more effective in later stages of the funnel.

# Explaining Consumer Brand-Related Activities on Social Media (3)

*By De Vries , Pelusso ,Romani ,Leeflang and Marcati (2017)*

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# Consumers' brand-related activities on social media

- Consumers write brand-related articles or product reviews, so that they *create* brand-related content independently

- They can also comment on brand-related content, rate products or brands, and perform other actions in which they interact to *contribute* to brand-related content initially generated by others.

- These activities may benefit corporate reputation, store visits, sales, and profitability .

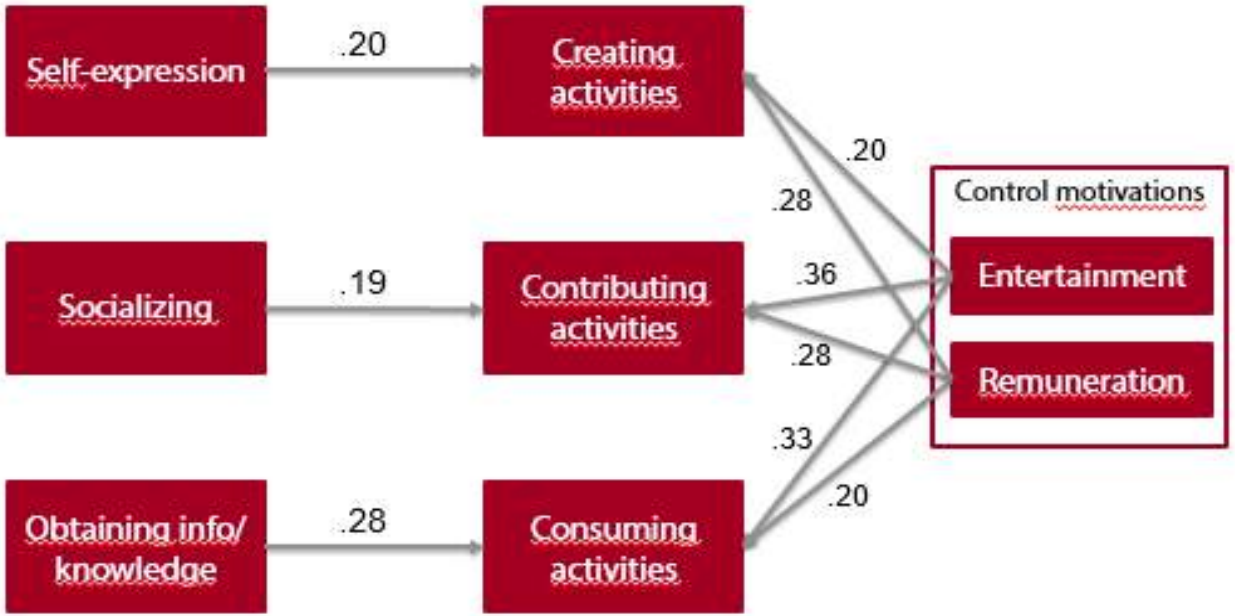
- However, consumers spend most of their time on social media by mostly *consuming* content created by others .

- For managers, it is crucial to know how to motivate consumers to engage in contributing or creating activities.

# Aim of this study

Provide and test a framework that can explain why and how certain motivations affect the processes of *creating*, *contributing*, and *consuming*.

# Each activity is uniquely affected by a specific motivation




F tal study.

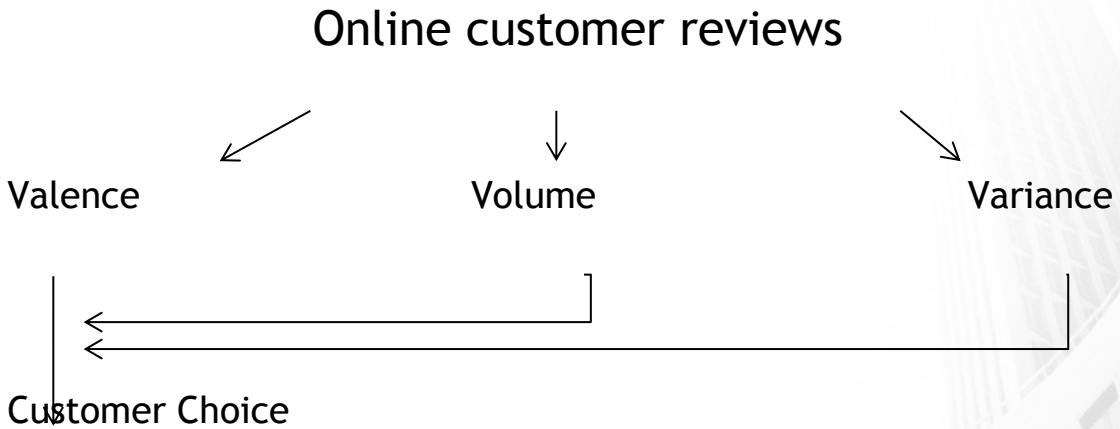
# Implications

- Results have implications for the firm's communication strategy:
  - firms could provide users with the opportunity to express themselves by hosting branding contests in which users can *create* and submit original content .
  - emphasize the importance of online friendships and network size to engage consumers to contribute to content ("Share our ad or this post with your friends.")
- Provides guidelines for managers of social media platforms on how to design such platforms. They should be designed in such a way that consumers can easily engage in creating or contributing activities.

# Customer Reviews

Impact on Brand, Price, Product Attributes

*(Kastyra, Reiner, Natter, Klapper, IJRM, 2016)*



- Online Customer Reviews (OCR's) verminderen het belang van "het merk" in de koopbeslissing

- OCR's verminderen de prijselasticiteit/prijsgevoeligheid.

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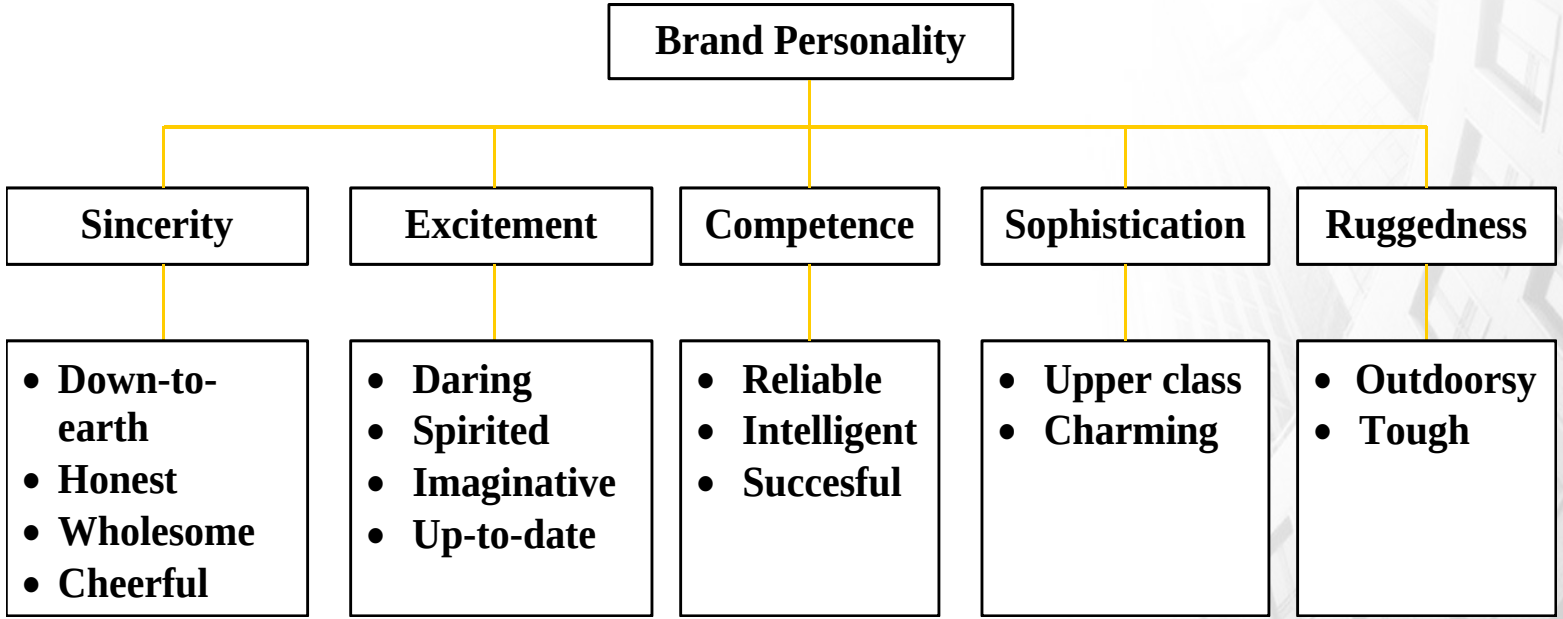
# Merken en Sociale Media

# Merk-dimensies

- Brand Personality
- Brand Experience
- Brand Engagement
- Brand Credibility
- Brand Attachment

# Brand personality



# Brand Personality

*Aaker (1999, JMR)*

How do different brand personality dimensions affect

1. different types of consumers in
2. different types of consumption settings.

→ Self congruity: brands are chosen whose personality matches those of subjects

→ Situation congruity: brands are chosen whose personality matches those of the situation involved

"Malleable self" ← Self-conceptions of consumers

# Brand Experience

J. Joško Brakus, Bernd H. Schmitt, & Lia Zarantonello (JM, 2009)!

## Brand Experience: What Is It? How Is It Measured? Does It Affect Loyalty?

Brand experience is conceptualized as sensations, feelings, cognitions, and behavioral responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications, and environments. The authors distinguish several experience dimensions and construct a brand experience scale that includes four dimensions: sensory, affective, intellectual, and behavioral. In six studies, the authors show that the scale is reliable, valid, and distinct from other brand measures, including brand evaluations, brand involvement, brand attachment, customer delight, and brand personality. Moreover, brand experience affects consumer satisfaction and loyalty directly and indirectly through brand personality associations.

*Keywords*: experience marketing, brand experience, customer experience management, scale development, marketing communications

# Brand Engagement

Brand engagement in self concept (BESC):

Brands in relation to the self, with consumers varying in their tendency to include important brands as part of their self-concepts

*(Sprott, Czellar, Spangenberg, 2009, JMR).*

# Hoe meet je BESC?

Table 1

SCALE ITEMS USED TO MEASURE BESC

1. I have a special bond with the brands that I like.
2. I consider my favorite brands to be a part of myself.
3. I often feel a personal connection between my brands and me.
4. Part of me is defined by important brands in my life.
5. I feel as if I have a close personal connection with the brands I most prefer.
6. I can identify with important brands in my life.
7. There are links between the brands that I prefer and how I view myself.
8. My favorite brands are an important indication of who I am.

# Brand Credibility:

believability of the product position information
contained in a brand, which depends on consumers perception of

- the willingness
- ability of firms

to deliver what they have promised.

*(Swait, Erdem, 2007, Marketing Science).*

# Brand Attachment

- Park et al., Journal of Marketing, 2010
- Strength of the bond connecting the brand with the self

Brand-self connection: Brand is part of yourself

Brand prominence: Positive feelings and memories about the brand

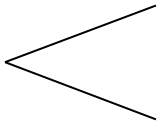
Memory network
Mental representation

Thoughts, feelings

# Sociale Media hebben invloed op:

| | Yes/No? |
|---|---|
| • Brand Personality | v |
| • Brand Experience | v (affective) |
| • Brand Engagement | v |
| • Brand Credibility | v |
| • Brand Attachment | vv |

# Conclusie

Sociale Media  F2C / C2C

hebben invloed op merkdimensies

# Effecten

**Social Media Interactions** ⇄ **Consumer-brand relationships**

*(Hudson, Huan, Roth, Madden, IJRM, 2016)*

*Social media use* ⟷ *Brand relationship quality*

Positieve relatie

↑

Sterker wanneer merken “overdraagbare menselijke eigenschappen” bezitten (anthropomorphism)

Social media verminderen “uncertainty avoidance”.

(Notebooks, Auto’s, Sportschoenen)

# Conclusies & Aanbevelingen

# Conclusies & Aanbevelingen

1. Digitalisering verandert marketing en marketing moet daarop inspelen.

2. Bedrijven zullen sociale media goed moeten monitoren en zorgvuldig moeten inzetten.

3. Investering in meer customer insights en analytisch talent is van levensbelang voor marketing.

4. Marketing moet uit de silo en klantprocessen coördineren met andere afdelingen (met name IT maar ook andere afdelingen)

5. Digitale effectiviteits bepaling vraagt om andere data en metrics.

6. Diverse dimensies van merken staan onder invloed/druk van gebruik sociale media

7. Kwaliteit, unieke positie merk en aansluiting eigenschappen merk bij eigenschappen gebruiker wordt steeds belangrijker. Klassieke marktinstrumenten blijven belangrijke, meer ondersteunende, rol vervullen.

# Bedankt voor uw aandacht!

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# Na de Pauze

Praktijkcase: De Nieuwe Bibliotheek

Themasessies

Exponentieel Organiseren

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# PAUZE

We verwachten u hier om 15:15 terug

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Chris Wiersma

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Adham Laamraoui

## Presentatie Adham

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# Themasessies

m.m.v. MOOC factory

François Walgering
Jos Maassen

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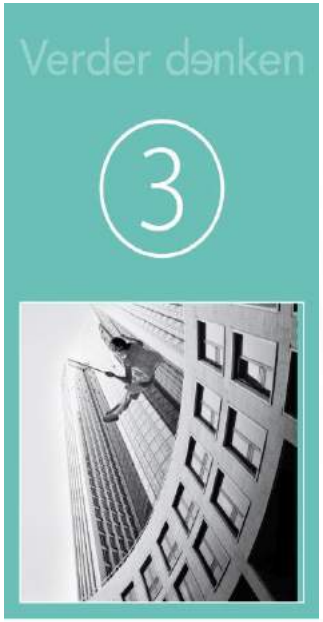
# Themasessies

We verwachten u hier om 16:40 terug

Big Data

Marketing Automation

Platformisering

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Video: Yuri van Geest

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Gerrit Brouwer

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# DESTINATION FUTURE

AOG, 23 June 2016

# INTRODUCTION

# MEGA POTENTIAL

## A snapshot of the world's key digital statistical indicators

| TOTAL POPULATION | ACTIVE INTERNET USERS | ACTIVE SOCIAL MEDIA ACCOUNTS | UNIQUE MOBILE USERS | ACTIVE MOBILE SOCIAL ACCOUNTS |
|---|---|---|---|---|
| | | | | |
| 7.210 BILLION | 3.010 BILLION | 2.078 BILLION | 3.649 BILLION | 1.685 BILLION |

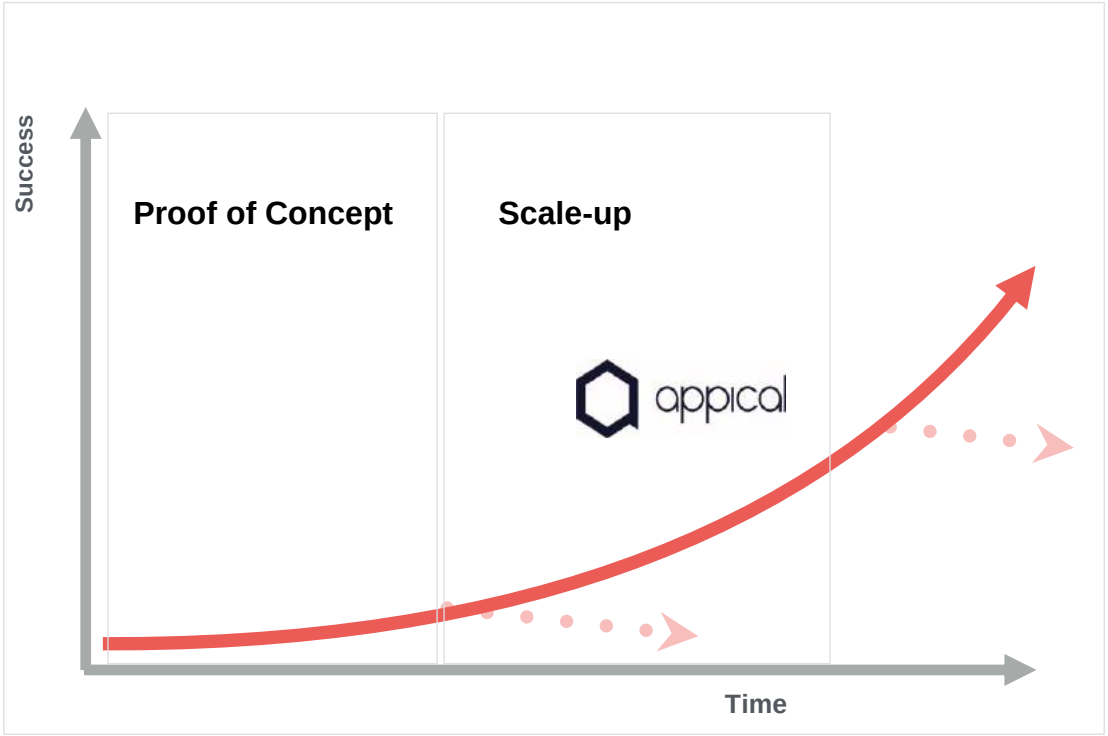
# HOW TO BECOME SUCCESSFUL

# NOT TO BECOME A WALKING DEAD

# 5 CHOICES WE MADE



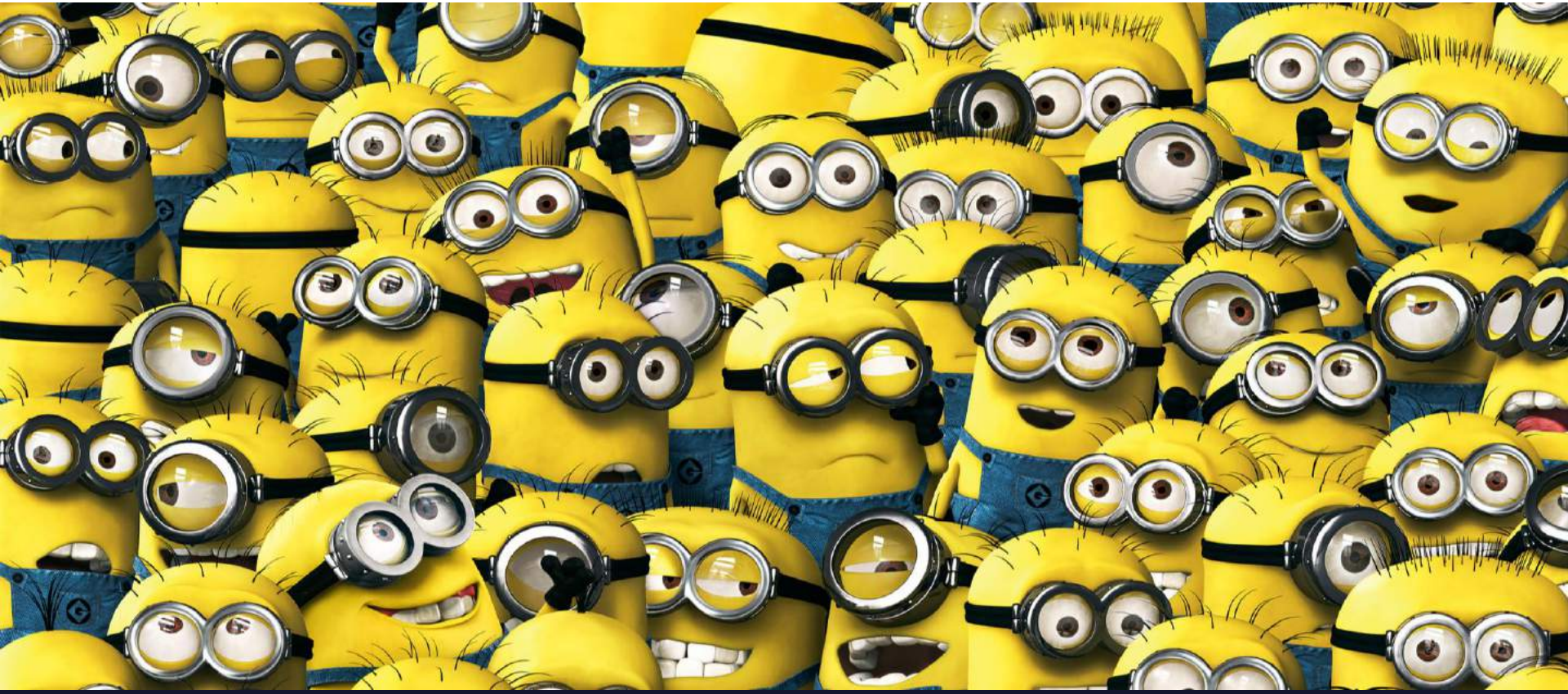
1. Experiment
2. Staff on demand
3. Fan base
4. Autonomy
5. Focus



# 1. DARE TO EXPERIMENT

# 2. STAFF ON DEMAND





# 3. CREATING A FANBASE

# 4. AUTONOMY

# 5. FOCUS AS COMPASS

# CONCLUSION



1. Get your MVP out there, find out product market fit, test it, sell it, learn! Don't miss the spark!
2. Trim your fixed costs and think about offshoring your development operation in the first years. But keep design in own hands.
3. Start sharing user cases already from the beginning involving your customers, You will stand out!
4. When you pick up traction, it is time to specialise and organise the POD helps you grow
5. Focus on key product, your people (coaching!), your stakeholders and your existing customers

**Don't forget yourself!**

# CONTACT

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# TURNING TALENT INTO HEROES

appicalnow.com

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# Afsluiting

Eric Buffinga

## Bedankt

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# Netwerkborrel

## Destination Future

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