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MOLSON CANADA: SOCIAL MEDIA MARKETING[1]

On November 23, 2007, the Molson brewing company pulled its promotion on Facebook, after numerous complaints that it promoted binge drinking. The promotion in question involved a photo contest targeting 19- to 24-year-old college and university students. The failure of this promotion on a social networking site forced Molson to think hard about its strategy vis-à-vis social media. What should be Molson's next move? How should it handle one of the fast emerging marketing channels? Should Molson use the social media for any commercial activities?

MOLSON COMPANY

The Molson Company was founded by John Molson in 1786, in Montreal. It was the second oldest company in Canada, preceded only by the Hudson's Bay Company. Molson Canada was part of the Molson Coors Brewing Company. At 41 per cent market share by volume in 2006, Molson was Canada's most preferred brand, slightly ahead of Labatt beer. Worldwide, Molson had 3.8 per cent market share, placing it fourth behind InBev NV, Anheuser-Busch and SABMiller. Molson offered a range of brands in Canada, including Molson Canadian, Coors Light, Rickard's Red and Pilsner. Molson Canada also partnered with other leading brewers to offer such brands as Heineken and Miller Genuine Draft. Molson employed 3,000 Canadians and operated six breweries, including the boutique brewery in Creemore, Ontario.

Molson Canada invested in communities from coast to coast through its various charitable initiatives and through sports and entertainment sponsorships. It was proud to be a socially responsible company, which was reflected in its code of conduct:

> As a manufacturer of alcohol beverages, Molson Coors is committed to promoting legal and responsible decisions about drinking our products. In our sales and marketing practices, Molson Coors promotes the responsible use of our products by adults of legal drinking age. The Company makes every effort to avoid even the appearance of condoning

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[1] *This case has been written on the basis of published sources only. Consequently, the interpretation and perspectives presented in this case are not necessarily those of Molson Canada or any of its employees.*

underage drinking, drunk driving or other irresponsible activity involving consumption. When pursuing your work responsibilities or representing the Company, you should be aware that any inappropriate behaviour reflects negatively upon the Company's reputation and the equity of its brands. If you choose to consume alcohol beverages, you are expected to set a positive example of responsible alcohol consumption.[2]

Following what it espoused in its code of conduct, Molson organized annual awareness programs to encourage responsible drinking. In December 2007, Molson spent more than $100,000 to raise awareness and support communities across Canada in their efforts to encourage responsible drinking during the holiday season. Molson's sponsorship included complimentary New Year's Eve transit service in Ottawa and supporting Operation Red Nose in western and eastern Canada.

Elaborating on the company's efforts, Ferg Devins, vice-president Government and Public Affairs, Molson, explained:

> Community involvement is a major part of Molson heritage. Molson has long promoted responsible choices and this year's local initiatives across the country are consistent with how Molson has built its business in communities from coast to coast. This is our way of celebrating those who choose to make sure all their holiday memories are good ones.[3]

Over the years, the company had focused its efforts on brewing quality beers and taking social and community obligations seriously. The responsible drinking program was an example of Molson's commitment to consumers making responsible choices (see Exhibit 1). Because it was producer of alcohol, Molson directed its community investment donations to programs that encouraged adult audiences to make responsible decisions regarding drinking. Historically, Molson had focused most of its efforts on traditional marketing channels. However, since the beginning of 2007, Molson had started experimenting with social media and social marketing tools as means of targeting its potential young customers.

Social Media

Molson had already experimented with blogs and had tried having a static web presence at social networking sites. However, both these attempts had been at very early stages. Molson did not fully engage the social media (i.e. online technologies and practices used by people to share their experiences, opinions and perspectives others).

Like many other companies, Molson was still trying to make sense of how best to integrate its marketing efforts with various online activities that used technology for social interaction by integrating words, pictures and videos. Some examples were web content, such as blogs and wikis, created by individuals or a collaboration of individuals. Molson's executives found it intuitive that social media was a way of using the Internet to instantly collaborate, share information or have a conversation on anything — or everything. However, how to use these features to promote Molson products was a bit of intellectual exercise.

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[2] *Molson Coors Brewing Company, <u>Living Our Values</u>, p. 4, available online at http://www.molsoncoors.com/templates/molson_coors/pdf/Code_of_Business_Conduct.pdf, accessed May 10, 2008.*
[3] *Molson Coors Brewing Company, "Molson Celebrates Responsible Choices across Canada This Holiday Season," press release, December 19, 2007, available online at http://www.molsoncoors.com/newsroom/press-releases/2007, accessed February 17, 2008.*

To make the matter more complex, in social media, anyone can be an expert, a poet, a musician, a photographer, a publisher or a reporter. Thus, how a potential community member would respond to content created by Molson and how much credence Molson should give to that response was very difficult to ascertain. This quandary was one of the primary reasons why many organizations had hesitated to enter the social media realm. In addition, in social media, the contents of one service could be mashed up with data from other services:

> Mashup is a web application that combines data from more than one source into a single integrated tool. An example is the use of cartographic data from Google Maps to add location information to real-estate data from Craigslist, thereby creating a new and distinct web service that was not originally provided by either source.[4]

Mashups led to issues of control and ownership. Content in social media could not be controlled by the individual who created it, especially in terms of how content could be used by others and the sorts of evolutionary trajectories they could take. Thus, nobody had complete control over social media content, which had great implications on how businesses could to use social media for promotion of their image and products.

Social media was characterized by such features as connectivity, community and inclusiveness that made it fundamentally different from traditional media, such as newspapers, television, books and radio. Exhibit 2 provides a partial list of social media characteristics. Primarily, these characteristics were related to interactions between people that were facilitated by the technology and design aspects of the social media websites. Companies tried to leverage one or more of these features of social media for building awareness and creating communities around their products.

For creating awareness about its product, Molson could choose from a variety of social media, such as blogs, forums, microblogging and news aggregation. To create communities, Molson could resort to sites that offered photo sharing, video sharing, social bookmarking and social networking. Some of the common categories of social media are described in the Exhibit 3. Based on the primary objectives of the social media sites, they could be classified into various communities that organized and shared particular kinds of content. Some of the most popular content communities tended to form around friendship (Facebook), photos (Flickr), bookmarked links (del.icio.us) and videos (YouTube). Similar to other media, the type of social media and the features that were leveraged were determined by the target customers, the type of product and the marketing strategy.

Social Media Marketing

> Social networking sites like MySpace.com and Facebook attract large numbers of mostly young users who are eager to engage with their favorite brands. But most marketers use traditional marketing tactics like run-of-site advertising[5] and static microsites[6] to push messages into these networks. Instead, to realize the full value of marketing on social

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[4]*Wikipedia, available online at http://en.wikipedia.org/wiki/Mashup_(web_application_hybrid), accessed September 16, 2008.*
[5] *Run-of-site advertising is an advertisement buying option, in which advertisements can be placed on any pages of the target site. This option is usually inexpensive and hence advertisers generally give up their say over placement. Advertisements may be placed in the unsold, less valuable portions of the target site randomly.*
[6] *Static microsites are related pages on a website that have their own URL, which is not a derivative of home page. These websites are used for contextual advertisements or pay-per-click advertisements and are created with topic-specific, keyword-rich contents to attract web traffic; however, they are not dynamic and have very low customizability.*

networking sites, marketers should be prepared to engage in a personal relationship with users by providing something of value. Promotions are good in this context, but even better are information or brand elements that users can pass on to their friends.[7]

Social Media Marketing (SMM) is a form of Internet marketing that utilizes social media to achieve branding and marketing communication goals. Social media sites, such as MySpace, Facebook, Bebo, YouTube, Digg, Flickr and Twitter, are used to communicate information about a company and its brand and products. Which social medium is most effective and how it can best be targeted depends in part on the goals of SMM campaign and the product offered by the company. In general, most campaigns involved propagating an idea, creating brand awareness, increasing visibility, encouraging brand feedback and dialogue and, in some cases, selling a product or service.

Social media marketers took advantage of the fact that average users of social networking sites were young. In a Forrester survey conducted in 2006, only 20 per cent of adults reported using social networking sites. In contrast, almost 47 per cent of teenagers and 69 per cent of young adults (ages 18 to 21) had a profile and had interacted with other users on social networking sites, such as MySpace and Facebook. Among the users of social networking sites, young adults' (18- to 21–year-olds) usage rate was higher compared with other groups, using social networking sites much more frequently (68 per cent reported making a daily visit) than 12- to 17-year-olds (60 per cent reported daily visits) or adult users (42 per cent reported daily visits).[8]

Another interesting aspect, from a social media marketer's perspective, was that social networking site users wanted to engage with their favorite brands. A Forrester survey found that the most common approach to marketing on social networking sites was to set up a profile for the brand, which members could then join, or "friend," as some social networking sites preferred to call it. For example, Molson's Facebook profile, Molson Canadian Nation, had more than 19,000 members (other Facebook users) as friends.[9] The Forrester survey also found that many social networking site users welcomed interactions with the brands that they loved: more than one-third of 18- to 26-year-old social networking users admitted that they would be interested in seeing a marketer's profile (see Exhibit 4).

Cold Shots Campus Challenge

In mid-October, on behalf of Molson Canada, Toronto-based ad agency Henderson Bas announced the launch of a campaign targeted at the 19- to 24-year-old demographic. The goal of this campaign was to use Facebook, a social networking site, to increase brand awareness of Molson products in Canada to reach Molson's "target demographics in most efficient manner."[10] The plan was to use the Molson Canadian Nation group profile on Facebook, which then had more than 17,500 members, to spread the word about Molson's products.

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[7] Charlene Li, "Marketing on Social Networking Sites," Forrester Research Inc., Cambridge, MA, 2007.
[8] For more details on consumer usage of social networking sites, refer to Charlene Li, "How Consumers User Social Networks," Forrester Research Inc., Cambridge, MA, 2007.
[9] Molson Canadian Nation Facebook group had 19,063 members as of March 29, 2008.
[10] Marina Strauss, "Molson Photo Contest Brews up Anger," Globe and Mail, available at http://www.theglobeandmail.com/servlet/story/RTGAM.20071122.wmolsonface1122/BNStory/Technology, accessed January 6, 2008

"Utilizing Facebook for this program made strategic sense," stated Heather Clark, creative strategy director at Henderson Bas, at the launch of the campaign.[11] The demographics present on most social network websites, including Facebook, were "ideal" for marketers such as Molson. Facebook, primarily created for college and university students, had a very young membership base. Moreover, these websites provided an environment where friends interacted in a trusted and open setting. Thus, social network websites presented opportunities to marketers to build their brands and promote their products through viral marketing as word of "mouse" spread among friends. These websites were a virtual space "where they hang out and it's a great opportunity to engage them in a dialogue. If you do it right, you can find yourself with a whole nation of brand ambassadors," claimed Heather Clark.[12] The campaign was planned to run from the end of October to the end of November, 2007.[13]

The *modus operandi* of the campaign was to have a virtual "dorm room" in the name of each university or college, where students from those institutions could post photos of themselves and their friends in full party mode. The school with the most photos would be awarded the title of number-one party school in Canada. The best photo, as determined by a panel of Molson judges, would win the Spring Break Trip Give Away Contest — a trip for the winner and three friends to Cancun, Mexico, for Spring Break 2008, sponsored by Breakaway Tours.[14] In addition, the Molson Canadian Nation group on Facebook would provide some features to attract members, including the Cold Shots Amped Up game, screen savers, wallpaper and MSN icons, the "Party Finder" section and customized searches for pictures and polls.

The students who were the target of this campaign grew up in the age of Internet and felt comfortable sharing their personal details in an online environment. They routinely upload their personal photos, shared their videos and spent more time on the social networking website than in a physical social space. Social networking sites such as Facebook were a common "hanging around place" for them. For these reasons, the contest became popular among students, particularly those from Memorial University of Newfoundland (MUN). By November 23, students from MUN had uploaded 67 photos, much ahead of University of Victoria, which was in second place with 26 photos. However, not all the students were proud of having their university "leading" this competition. Some argued that students in skimpy costumes who had consumed excess quantities of alcohol hardly matched their image of a wonderful time at university.

Criticism of the Contest

Many students and administrators across the Canadian universities felt that Molson's "Cold Shot" was giving their school's image a bad reputation. They felt that the contest encouraged irresponsible behavior by inciting students to post their photos in outrageous situations. To get noticed, students who were posing for photos may have felt the need to present themselves in an extraordinary condition, which typically meant wearing skimpy costumes, behaving unusually and drinking more than what could be considered safe and responsible amounts of alcohol.

The non-participating students at the front-runner MUN felt this contest was giving their university image a "hangover." *The Muse*, a student-run newspaper at MUN, published an editorial bashing the competition.

[11] Kara Nicholson, "Molson Using Facebook to Engage Canadian Students," available at http://www.mediaincanada.com/articles/mic/20071122/molson.html, accessed January 6, 2008.
[12] Ibid.
[13] Karen Rouse, "Molson Ends Facebook 'Party School' Contest," Denver Post, November 26, 2007, available at http://www.denverpost.com/business/ci_7562948, accessed January 12, 2008.
[14] Kara Nicholson, "Molson Using Facebook to Engage Canadian Students," available at http://www.mediaincanada.com/articles/mic/20071122/molson.html, accessed January 12, 2008.

Editor Kerri Breen labeled the contest "really kind of lame." She criticized Molson's approach as inappropriate and stated "beer bongs and letterman's jackets, it's really not something MUN should strive to be associated with."[15] Another student at MUN found the contest frustrating because it gave an impression of the school that wasn't fair to students who attended MUN to study and achieved good grades. In her view, it was unfair "to have other people coming in, looking at the school as a whole and saying that we're a group of people who don't care about the academics, that we're just here to party."[16] Many students at MUN agreed that Molson's contest presented the wrong view about having a good experience at the university.

The University of Western Ontario (Western), which prided itself in providing best student experience wasn't amused with its eighth overall ranking (only 10 entries had been received by November 22) of "best party" school, which, according to Cynthea Galbraith, a Molson spokesperson, meant "the context of celebrating good times with friends after the academics are over for the day."[17] Students and officials at Western argued that if this was what "best party" school meant then Western should be at the top of the list and not at the eighth place:

> Party school is a very narrow definition of what we believe to be the best student experience in the country. When we talk to students, alumni and the public we emphasize [Western] has both an in-class component but also a great social experience . . . social experience means many different things. It means having great student government and opportunities to involve yourself in that, along with clubs, organizations, and the opportunity to involve yourself in varsity sport. It's the opportunity to build great networks because so many of our students live on campus. There are more important things to the student experience than just partying and drinking[18]

Responses from other universities also followed the same lines. Jason Laker, associate vice-principal and dean of Student Affairs at Queen's University, felt disgusted:

> Such an apparent and dangerous disregard . . . promotes an abusive use of alcohol . . . . In order for the photos to be eligible, to be notable, would require outrageous behaviour or profoundly dangerous levels of drinking, and of course the kind of decision making and behaviour that follow that. [Molson] are either unaware of it or simply placing profits above ethics.[19]

Similar sentiments were expressed by Joe MacDonald, dean of Students Affairs at St. Francis Xavier University:

> These kinds of programs put added stress on our ability to ensure that students have a very positive, successful academic and non-academic development . . . . This is not something that is welcome within our campus community. It's cheap marketing, I'm concerned about Molson's lack of contrition[20].

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[15] *"Molson's Facebook Contest Leaves Some MUN Students Frothing," CBC News, November 20, 2007.*
[16] *Ibid.*
[17] *Ken Meaney, "Anger Brews over Molson Contest," Calgary Herald, November 21, 2007, p. 5.*
[18] *Ted Garrard, vice-president external at Western, quoted in Mike Hayes, "Memorial Is the Number One Party School? Really?" The Gazette, November 15, 2007, pp. 1-2.*
[19] *Sarah Miller, "Molson Promo Challenged by Universities," The Gazette, November 28, 2007, p. 3.*
[20] *Marina Strauss, "Molson Photo Contest Brews up Anger," Globe and Mail, available at http://www.theglobeandmail.com/servlet/story/RTGAM.20071122.wmolsonface1122/BNStory/Technology, accessed January 6, 2008.*

Phil Wood, associate vice-president of student affairs at McMaster University agreed, "It is hard to believe that a leading corporation like Molson would stoop to such a . . . way of doing business."[21] He expressed his dismay especially because Molson Coors Brewing Co. was targeting students in residence even though many of them were too young to legally consume alcohol. Zach Churchill, national director of the Canadian Alliance of Student Associations, termed the Molson campaign as unfortunate because it stereotyped university students as being interested only in partying.[22]

However, the best articulation of universities' opposition to Molson contest came in the letter sent by Brenda Whiteside, chair of Ontario Committee on Student Affairs, the University of Guelph. In her letter to Molson she wrote:

> As professionals dealing with the transition of young students to university, we are continuously combating the stereotype of universities being places to party . . . . One of the risks of a "party university" culture is the increased potential for over consumption of alcohol by students with no previous experience. Each year we send a small but concerning number of students to hospital with alcohol poisoning. Some of us have had to deal with a student death due to over consumption. In addition, we continually struggle with the by-products of over consumption — vandalism, assault, sexual assault, and academic failure . . . we devote endless energy, resources and programming towards responsible drinking campaigns . . . . Imagine our dismay when we learned of this campaign — a competition for a party environment in residence. This campaign not only dismantles university efforts to create a culture of academics in residences, it also helps to establish an environment that could encourage irresponsible drinking. Our second concern with this campaign is the use of Facebook . . . . Facebook has the potential to be dangerous for students . . . . Of particular concern is students posting pictures of themselves in behaviour that could impact negatively on future careers or opportunities. There are numerous examples of students who have regretted the posting of such pictures. Thus, please understand again our dismay with a program that encourages students to potentially place such damaging photos on the internet . . . . . This present campaign runs counter to Molson's commitment to responsible drinking. We hope that your company will be more thoughtful about possible risks of advertising campaigns prior to future launches[23]

Her letter raised two critical aspects: 1) this contest was run against the often cited Molson virtue that it encourages responsible drinking and 2) this contest overlooked the privacy risk of sharing objectionable photos on a public website such as Facebook. Most of the objections from students and university administrators were around the first issue; however, some objections were raised about the second issue as well.

Administrators were of the view that Molson's Facebook initiative could jeopardize students' future career, especially those seeking jobs in near future, if potential employers stumble upon their not-so-graceful photos on Facebook. Phil Wood was concerned that some students' pictures may have been viewed by prospective employers or graduate schools, and these students could face biased treatment that could compromise their chances of landing a job or gaining admission to graduate school. He felt that encouraging students to post pictures of themselves engaging in excessive drinking or dangerous behavior

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[21] *Ibid.*
[22] *Ibid.*
[23] *Brenda Whiteside "A Cold Shot to Responsible Drinking," available at www.macdrphil.wordpress.com/2007/11/27/a-cold-shot, accessed on January 27, 2008.*

was not a good idea in itself because students "don't understand the danger of the public-ness of Facebook. You're not anonymous."[24]

Because Facebook was a public virtual space, these photos were accessible to potential future employers, administrators and society at large. This exposure created a potential risk of students not being hired, being pre-judged if hired and being monitored in prejudiced way. Moreover, some students had become unconsenting participants. Not everyone who was partying and happened to be in photo wanted to be part of the contest, which had privacy implications. It was not clear whether Molson had any guidelines in place to ensure the consent of all those who appeared in the photographs was obtained before photo was uploaded for the contest. Many similar issues were raised regarding privacy and future implications of compromising this privacy.

One blogger's comment about Molson contest summed it up humorously:

> Capturing these young heavy drinkers in Facebook is a great idea. We will have a vibrant montage of "before" pictures to mix with the "after" pictures of:
> – people killed by drunk drivers
> – students choking on their vomit
> – students sexually assaulted or robbed while incapacitated (by heavy drinking)
> – students later running for public office or other positions of trust etc.
>
> Then as the years go by, and Molson tracks their "best customers," we can see whether they reach their potential from a university degree, or struggle with alcoholism and its social and physical effects. Without using Facebook, we would never have such a well-organized audit trail, with poignant photographs, on which to base lawsuits for those who drink to tragic ends.[25]

The final proverbial straw in the coffin of Molson's photo contest came when administrators from four universities wrote letters to Molson and also expressed their opinions in the *Globe and Mail*, squarely criticizing the contest. They slammed Molson's contest saying it promoted irresponsible drinking and demanded immediate withdrawal of the contest. They argued that Molson should pull the campaign because it was inconsistent with the company's own promotion of safe and responsible drinking.

Molson's Response

Sensing the probable outrage from the academic community, Molson pulled its contest on November 23, almost a week before its scheduled end. Molson, however, argued that the contest was simply an effort to engage its target market with socially oriented advertising and should not be interpreted as any attempt to encourage irresponsible drinking. The company also initiated damage control by issuing public statements through various officials. Molson issued a public note on its Facebook page explaining why it withdrew the contest: "we promote responsible choices and wanted to be pro-active in responding to concerns expressed from a number of different audiences."

[24] Mary Jane Credeur, "Molson Coors Ends Facebook Contest after Complaints," available at http://www.bloomberg.com/apps/news?pid=newsarchive&sid=aFC76olDqrJQ, accessed January 9, 2008.
[25] Ziad Fazel, comments on the article "Molson Photo Contest Brews up Anger," available at http://www.theglobeandmail.com/servlet/story/RTGAM.20071122.wmolsonface1122/CommentStory/Technology, accessed January 11, 2008.

However, Molson executives felt that the company's initiative had been misunderstood and misinterpreted as promoting irresponsible drinking. Ferg Devins, Molson's vice president, Government and Public Affairs, agreed that Molson had learned a lot from the contest:

> The whole realm of social media — there's lots to learn. It's really a new area. We're probably groundbreaking and leading in a lot of things we've been doing.[26]

Similar sentiments were expressed by Cynthea Galbraith, a spokeswoman for Molson: "Our take is that this whole social media realm is new. There's going to be some experimentation, there's going to be some learning." In spite of this failure, Galbraith was very positive about the future possibility of social media. She expressed cautious optimism:

> I don't know if surprised is the word, but we learn from these things. Our intention is to become a leader in that area and we'll go back and develop some new innovations in communications for next time.[27]

Like many others at Molson, Galbraith identified social media as one of the most important channels to communicate with the 19- to 24-year-old demographic. She observed "Social interaction is key with that [demographic], it seems to be all the rage right now." Ferg Devins was in total agreement: "We need to be communicating with our consumers because that's where our consumers are communicating among themselves . . . . We need to make sure we're in that relevant channel." Despite the setback to its contest, Molson planned to expand its social media marketing, and Devins highlighted the efforts Molson had initiated in terms of blogs and other social technologies.

With its marketing vision firmly rooted in the exploitation of social media, some Molson executives wondered whether they had really done the right thing by calling off the photo contest a week ahead of its scheduled conclusion. Had they given into unreasonable pressure or had they acted responsibly? Did they forgo the opportunity of using social media in its true sense by not taking the view of the participants of the contest into account? Should they continue to try to use social media as part of their marketing, and if so how? How would they combat the challenges they had encountered with the Facebook promotion, and what other challenges should they foresee?

Whether future attempts of Molson with social media would bear fruit would depend on how the company applied the lessons learned from the failure of the photo contest. How should Molson address the privacy issues? Should Molson include all the relevant stakeholders in the loop? And how could Molson best put the potential of social media to use?

[26] "A Cold Shot to Responsible Drinking," available at www.macdrphil.wordpress.com/ 2007/11/27/a-cold-shot, accessed January 27, 2008.
[27] Sarah Miller, "Molson Promo Challenged by Universities," The Gazette, November 28, 2007, p. 3.

Exhibit 1

RESPONSIBLE CHOICES CAMPAIGN

Source: Molson Canada, "Here's to Responsible Choices," http://www.responsiblechoices.ca/, accessed January 29, 2008.

Exhibit 2

CHARACTERISTICS OF SOCIAL MEDIA

Archival and retrieval	In social media, all the events are automatically archived and normally available for retrieval to anyone who may have interest in looking them at later date. Retrieval of information in traditional media is not that easy
Community	Social media facilitates community building. It allows communities to form around a common interest, such as a favorite celebrity, a political issue, a sport, a hobby, etc.
Connectedness	Social media is also characterized by the endless possibility of connectedness, which may manifest itself in the form of links to other individuals, groups, forums or web resources.
Democratic	Most social media services are open to feedback and participation, which are actively encouraged. They also encourage discussion, voting, comments and at times some sort of ranking about shared information.
Dialogue	Traditional media, such as newspaper, radio and television, work on the principles of broadcast where readers, listeners and viewers are passive receivers. Social media is seen as a two-way conversation in which roles of "broadcasters" and "receivers" are continuously changed back and forth.
Dynamic	Traditional print media cannot be changed once it is off the press. Similarly, radio and TV programs once delivered are in the public domain without any possibility of revision. However, social media can be modified or corrected instantaneously. Moreover social media continuously evolves due to regular feedback and comments.
Inclusive	Contributions and feedback are encouraged from anyone who may be interested. No entry barriers exist. Digital divide issues may limit some people, but otherwise it is absolutely open.
Lack of control	In social media, the content of one service can be mashed up with data from other services. Thus, nobody has complete control over any content.
Real-time evaluation	It is very easy to evaluate the popularity of a social media service in real time, based on a site visit, comments left, growth of membership and number of links that the service solicits. Sites such as Wordpress (http://wordpress.org/) can identify how much traffic each blog receives. Visitors to Digg (http://digg.com/) can see voting on someone's blog items. In addition, sites such as TechMeme (http://www.techmeme.com/), provide statistics on which blog items received the most links in the past few hours. Traditional media provide some statistics on popularity but they are very coarse and available at the best in annual intervals and generally with the lag of one or two years.

Source: Compiled from various sources and authors own experiences. Sources include: What is Social Media? An e-book from iCrossing – available at www.icrossing.co.uk/ebooks, accessed January 15, 2008. What is Social Media? available at http://scobleizer.com/2007/02/16/what-is-social-media/, accessed on January 16, 2008.Social Media Sociology, available at http://social-media-sociology.com/, accessed on January 15, 2008.

Exhibit 3

SOME EXAMPLES OF SOCIAL MEDIA

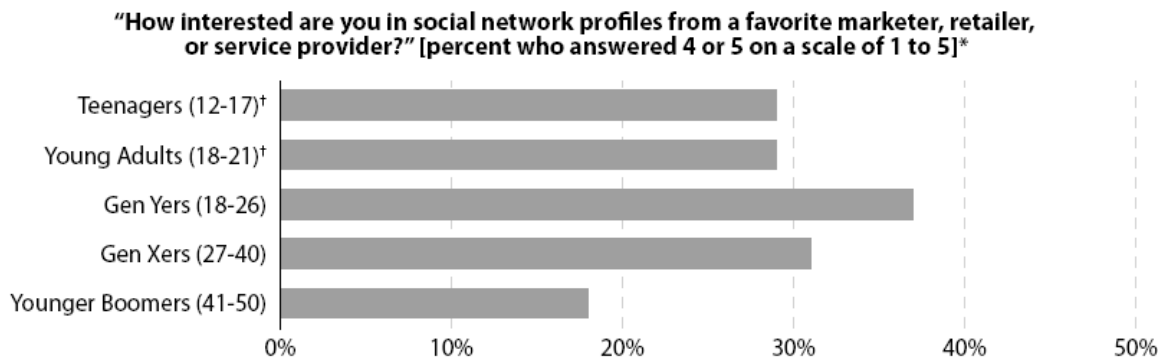|	
Blogs	Blogs are the most common form of social media. Blogs are online journals, with the most recent entries appearing first. These journal entries are available for other to read and comment on.
Forums	Forums are websites for online discussion, often around specific topics and interests. These online spaces provide an outlet for debates, arguments and counter-arguments.
Microblogging (Presence apps)	Microblogging is combination of social networking with bite-sized blogging, where micro blog-like posts, such as an announcement of what you are currently doing, are distributed online and through the mobile phone network. Twitter (http://twitter.com/) is a well-known example of microblogging website.
News aggregation	News aggregator websites provide a list of the latest news stories published by users from a range of different websites. Digg (http://digg.com) is one of the web's largest news aggregators.
Online gaming	Online gaming is often based around communities. World of Warcraft (http://www.worldofwarcraft.com/index.xml) is one of the popular examples of online gaming. Some aspects of Second Life (http://secondlife.com/) may also be included in online gaming.
Photo sharing	Photo-sharing sites facilitate uploading of pictures and images to a personal account, which can then be shared or viewed by web users the world over. A well-known example of a photo-sharing website is Flickr (http://www.flickr.com).
Social bookmarking	Social bookmarking sites allow users to publicly bookmark web pages they find valuable in order to share them with other Internet users. One famous example is del.icio.us (http://del.icio.us).
Social Networking sites	Social networking websites provide opportunities for individuals who either want to build online social networks to share their interests and activities or are interested in exploring the interests and activities of others. These sites allow people to build personal web pages and then connect with friends to communicate or share content. Some of the common social networking sites are Linkedin, MySpace, Facebook and Orkut.
Video sharing	Video-sharing sites facilitate the uploading and sharing of personal videos with the rest of the web community. A common example of a video-sharing website is YouTube (www.youtube.com).
Wikis	These websites allow people to add, edit, challenge or debate their content. The contents are collectively owned and act as a communal document or database. The best-known wiki is Wikipedia, the online encyclopedia, which has more than 2.3 million English language articles and more than 6.5 million articles in all the available languages (information as of March 29, 2008 on http://www.wikipedia.org)

Source: Compiled from various sources and authors own experiences. Sources include: What is Social Media? An e-book from iCrossing – available at www.icrossing.co.uk/ebooks, accessed January 15, 2008. What is Social Media? available at http://scobleizer.com/2007/02/16/what-is-social-media/, accessed on January 16, 2008. Social Media Sociology, available at http://social-media-sociology.com/, accessed on January 15, 2008.
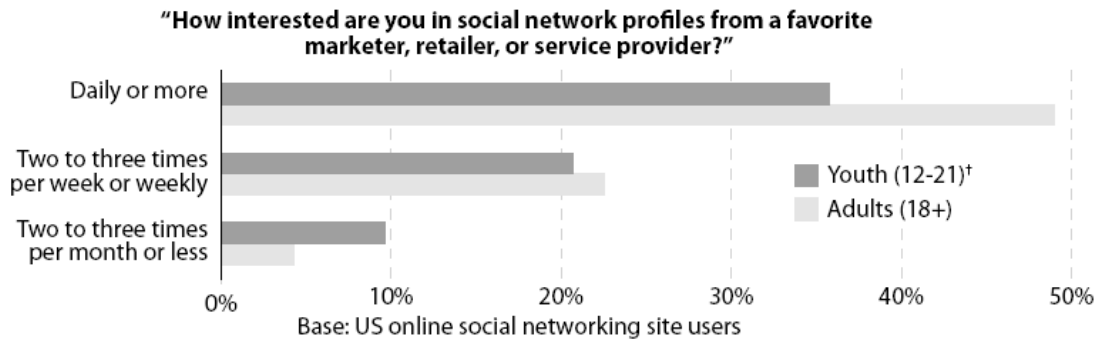
Exhibit 4

**AGE AND FREQUENCY OF USAGE
(INDICATORS OF WILLINGNESS TO ENGAGE WITH FAVORITE BANDS)**

4.1 By age

4.2 By usage

Source: Forrester's NACTAS Q3 2006 Media & Marketing Online Survey
†Source: Forrester's NACTAS Q4 2006 Youth Media & Marketing And Finance Online Survey
*Note: Bases for Older Boomers (51-61) and Seniors (62+) were too small to report values

Source: Charlene Li, "Marketing on Social Networking Sites," Forrester Research Inc., Cambridge, MA, 2007.