



CHAPTER FOUR

Marketing on the Web

Introduction

- When household products were purchased **primarily by women**, ads depicting the father as inept might have **made sense**
- Men now **take a larger role** in these decisions and companies have **turned away from adverting** that makes a joke of men's experiences
- In 2012 **Kimberly-Clark** faced a firestorm of criticism for portraying men as incompetent caregivers
 - Company now regularly engages with “dad-focused” social media outlets and participates in the annual Dad 2.0 Summit, a conference focusing on advising companies on how to appeal to fathers

In This Chapter

You will learn:

- ❑ How companies use **advertising and marketing** to develop long-term relationships with customers that might never meet in person
- ❑ It is **important** to tell an authentic, accurate, meaningful, and consistent **story** through both online and physical channels
- ❑ This **underlines the principles** of **branding, marketing, relationship management, and communication** that you will learn about in this chapter

The Four Ps of Marketing (1 / 2)

Essential issues of marketing are organized into **four Ps of marketing**:

- **Product** is the physical item or service that a company is selling
 - **Brand** is the customers' perception of the product
 - Brand can be **as important as** the actual characteristics of the product
- **Price** is amount customer pays for the product

The Four Ps of Marketing (2/2)

- **Promotion** includes any means to spread the word about the product
- **Place** (distribution) is the need to have products or services available in many different locations
 - The **problem** of getting right products to the right places at the best time to sell them
 - The internet can **help**
 - **Digital products** can be delivered almost instantly
 - Internet provides much better **shipment tracking** and **inventory control** tools

Product-Based Marketing Strategies

- Managers often think of their business **in terms of** products and services sold
 - **Works well** when customers want to buy items from particular product categories, or think of needs in terms of product categories
 - Web site examples: Office Depot, Staples, Sears
- Not an efficient Web site design when customers look to fulfill a specific need instead of a specific product
 - E.g., redecorating a room or choosing a graduation gift
 - Design Web site to meet individual customer needs
 - Need to offer alternative shopping paths to meet the above requirement

Customer-Based Marketing Strategies

- Web sites designed to **meet** various types of customers' specific **needs**
 - **Initial step** is to identify customer groups sharing common characteristics (such group is called **demographic**)
 - Make site more accessible and useful for each group
- Companies need to take view **beyond** internal perspective
 - **Early university** Web sites were designed around the internal elements such as departments, colleges, and programs
 - **Current university** Web sites focus design on needs of stakeholders (current students, prospective students, parents of students, potential donors, faculty)

Communicating with Different Market Segments

- **An equally important component** of any market strategy is the **selection of communication media** to carry the marketing message
- **Media selection or choosing** where to market and advertise a company can be **critical** for an **on-line only firm**
 - **No** physical presence
 - **Only contact** a customer might have with an online firm is the **image** projected through media and Web site
- Online firm **challenge** is to **obtain customer trust** with no physical presence

Trust, Complexity, and Media Choice

- The Web is a **very broad, intermediate step** between **mass media** and **personal contact**
- Web communication offers elements of **mass media messaging, personal contact interaction**, and anything **in between**
 - Mass media advertising offers **lowest trust** level but its **low cost per viewer** makes it attractive to many companies
- **Product complexity** is a factor in media choice
- Many companies use **blogs** to communicate
 - Blogs and social media allow companies to engage in two-way communications that more like the high-trust personal contact communication mode without incurring high cost

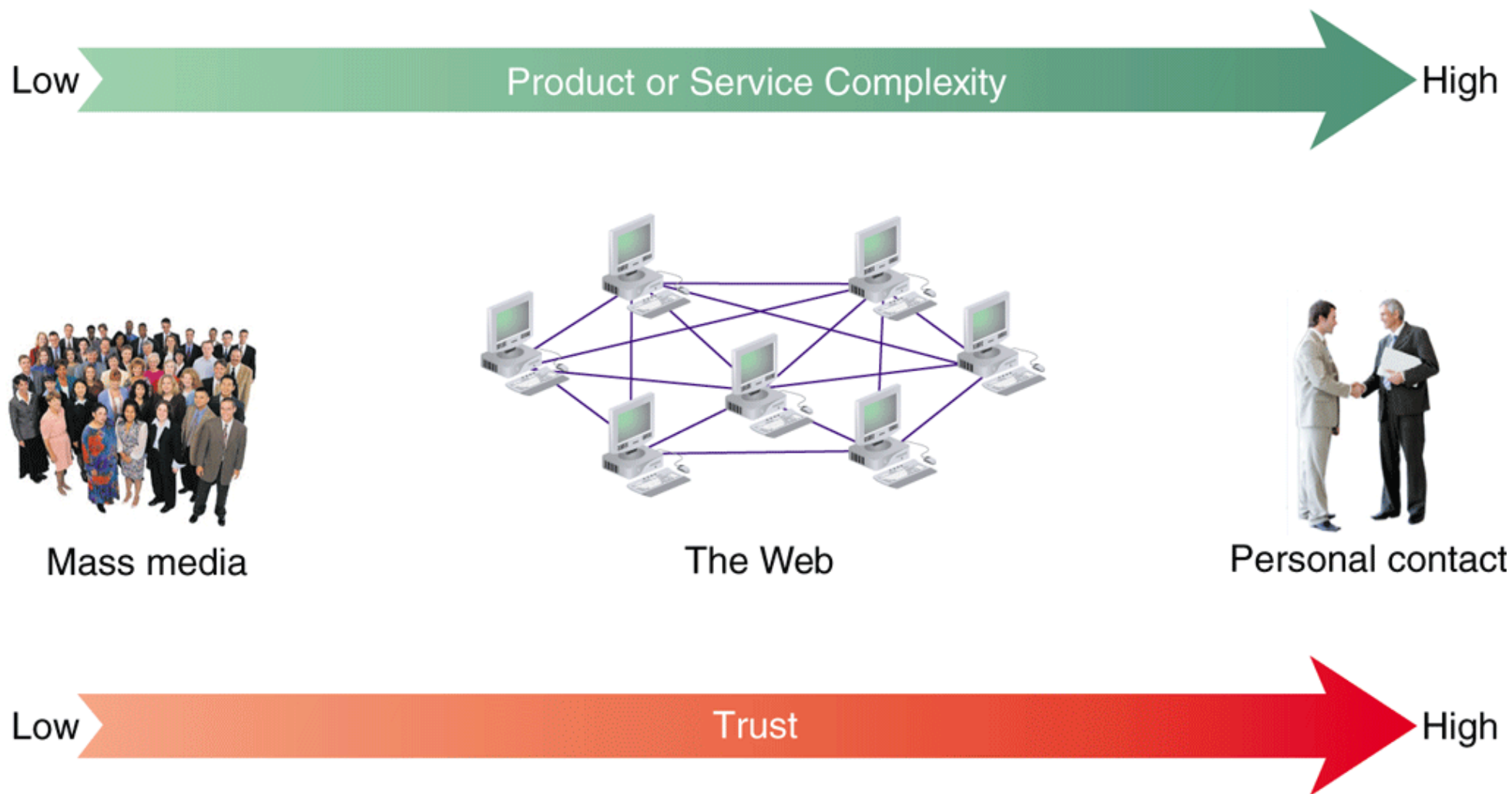


FIGURE 4-2 Trust in three communication modes

Market Segmentation

- **Market segmentation:** divides potential customer pool into **segments** defined by customer characteristics
 - A way to deal with the decrease in advertisement effectiveness
- **Micromarketing** is the practice of targeting very small market segments
 - Hampered by **much higher** “low cost per viewer”
- Three categories to identify market segments
 - Geographic segmentation (e.g., location)
 - Demographic segmentation (e.g., age, gender, family size, income)
 - Psychographic segmentation (e.g., social class, personality)
- Television advertisers use all three categories

Type of Television Program	Type of Advertising
Children's cartoons	Children's toys and games
Daytime dramas	Household and laundry goods, pet foods
Late-night talk shows	Snack foods and nonprescription sleep aids
Golf tournaments	Golf equipment, investment services, and life insurance
Baseball and football games	Snack foods, beer, autos
Documentary films	Books, CDs, educational DVDs

FIGURE 4-3 Television advertising messages tailored to program audience

Market Segmentation on the Web

- Web presents an opportunity for **different store environments** online
 - **Juicy Couture site** targets young, fashion-conscious buyers
 - A wide variety of typefaces, bold graphics, brightly colored products
 - **Talbots site** targets older, more established buyers
 - More subtle, conservative style
- Retail stores have **limited** floor and display space
 - Must convey one particular message
- **Web stores** can provide separate **virtual spaces** for different market segments
 - **One-to-one marketing** offers products and services matched to needs of a particular customer

Beyond Market Segmentation

We **have learned**:

- How companies can target as market segments groups of customers that share common characteristics

The next step:

- **Beyond** market segmentation
- Even **beyond** one-to-one marketing
- Is **when companies use the Web** to target specific customers in different ways at different times

Segmentation Using Customer Behavior

- Same person requires **different** combinations of products and services **depending on** the occasion
- **Behavioral segmentation** is the creation of separate experiences for customers based on behavior
- **Much easier** in the online world to design a **single** Web site that **meets** the needs of visitors in **different behavioral modes**
 - Customizing visitor experiences to match site usage behavior patterns of each visitor type is **usage-based market segmentation**
 - One **popular** set of categories include **browsers, buyer, and shoppers**

Browsers

- Some visitors just surf or browse sites
- Web site must offer something to stimulate visitors' interest
 - Trigger words, links to explanations or instructions, extra content related to products and services
 - Visitors who develop a favorable impression are more likely to buy or bookmark site for a return visit

Buyers

- Ready to make a purchase **right away**
- Site should offer **a direct route** into purchase transaction
 - **Shopping cart** is the part of the Web site that keeps track of items selected for purchase and automates purchasing process
- **Primary goal** is to get buyer to shopping cart as quickly as possible

Shoppers

- Motivated to buy but looking for more information before purchase (the customer knows the site offers items they are interested in buying)
- Site should offer comparison tools, product reviews, and features lists
- Person may visit a Web site one day as a browser and return later as a shopper or buyer
 - People do not retain behavioral categories from one visit to the next even for the same Web site

Category	Online Objective	Web Site Characteristics That Attract These Visitors
Simplifiers	Convenience	Tools or facilities that make doing business easier, faster, or more efficient
Surfers	Find information, new ideas	Content that is entertaining, attractive, well displayed, and constantly updated
Bargainers	Find a good deal	Auctions, discounts, coupons, and sales
Connectors	Stay in touch with others	Chat rooms, discussion boards, social networking features, online greeting cards, e-mail services
Routiners	Information in one place	News, financial information, a familiar and stable user interface
Sportsters	Information in one place	Sports, entertainment, a familiar and stable user interface

Source: Forsyth, J., T. McGuire, J. Lavoie. 2000. *All Visitors Are Not Created Equal*. Boston: McKinsey & Co. and MediaMetrix.

FIGURE 4-4 Web site visitor categories based on a behavioral segmentation study

Customer Relationship Intensity and Life-Cycle Segmentation

- One-to-one marketing and usage-based segmentation **strengthen** companies' **relationships** with customers
- **Good customer experiences** create feelings of **intense loyalty**
- Typical **five-stage model** of customer loyalty
 - Awareness, Exploration, Familiarity, Commitment, Separation
 - First four stages show **increase** in relationship intensity
 - In the **fifth** stage, decline occurs and the relationship terminates

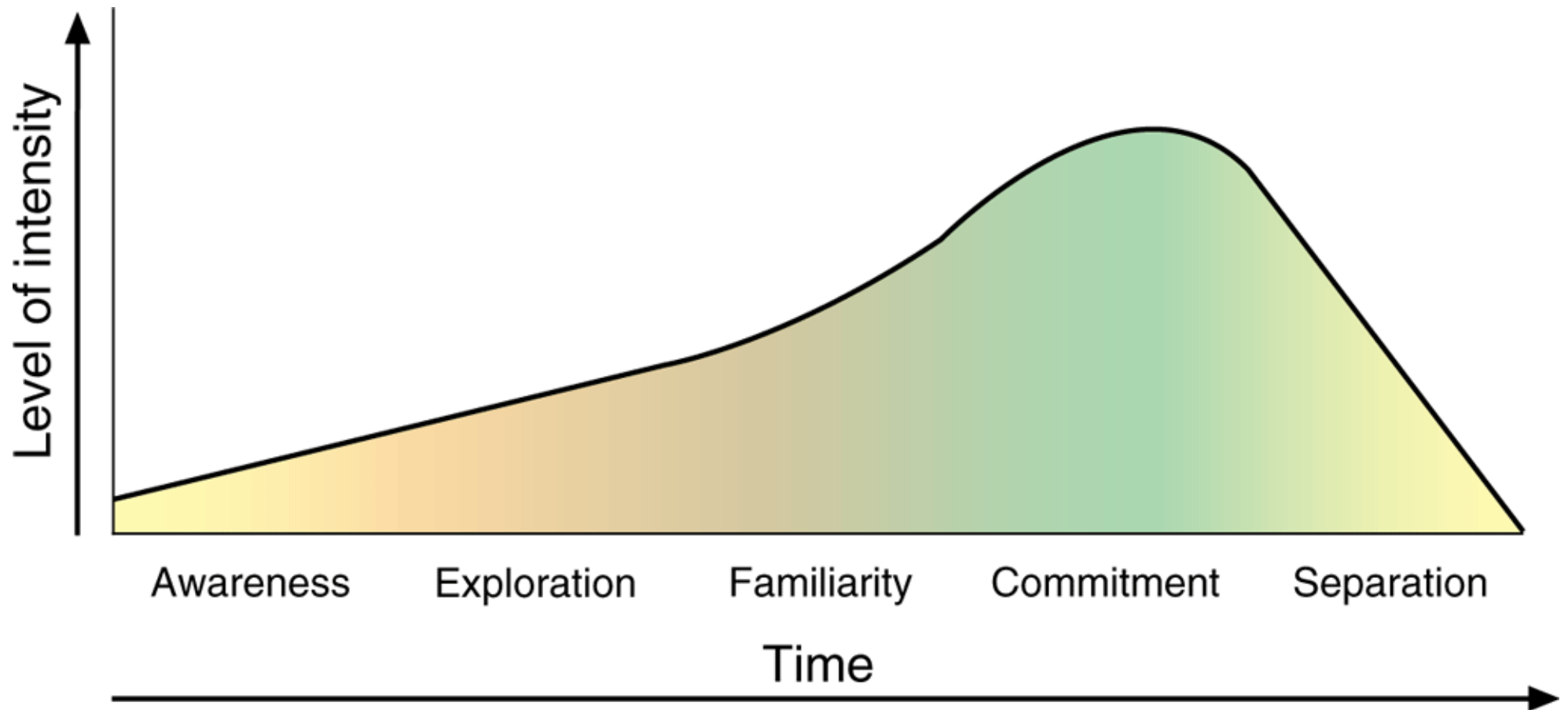


FIGURE 4-5 Five stages of customer loyalty

Customer Relationship Intensity and Life-Cycle Segmentation (cont'd.)

- **Characteristics** of the five stages
 - **Awareness:** customers recognize company name or one of its product (in the awareness stage)
 - **Exploration:** customers learn more about company, products (extensive information interchange)
 - **Familiarity:**
 - Customers have completed several transactions
 - Customers aware of returns and credits policies
 - Customers aware of pricing flexibility
 - Customers just as likely to shop competitors

Customer Relationship Intensity and Life-Cycle Segmentation (cont'd.)

- Characteristics of the five stages (cont'd.)
 - **Commitment**
 - Customers experience highly satisfactory encounters
 - Customers develop fierce loyalty or strong preference
 - **Separation**
 - Conditions that made relationship valuable change
 - Parties enter separation stage
- **Goal** is to **move** customers into the **commitment stage** as **quickly** as possible and keep them there as **long** as possible
- **Only** want to see customers move into the separation stage if they are **costing more to serve** than they are worth

Customer Acquisition: The Funnel Model

- **Conceptual tool** used to **understand** the overall nature of **a marketing strategy**
 - But also provides a **clear structure** for **evaluating** specific **strategy elements**
- **Similar to** customer life-cycle model but **less abstract**
 - **Better job** at showing effectiveness of **two or more** specific strategies

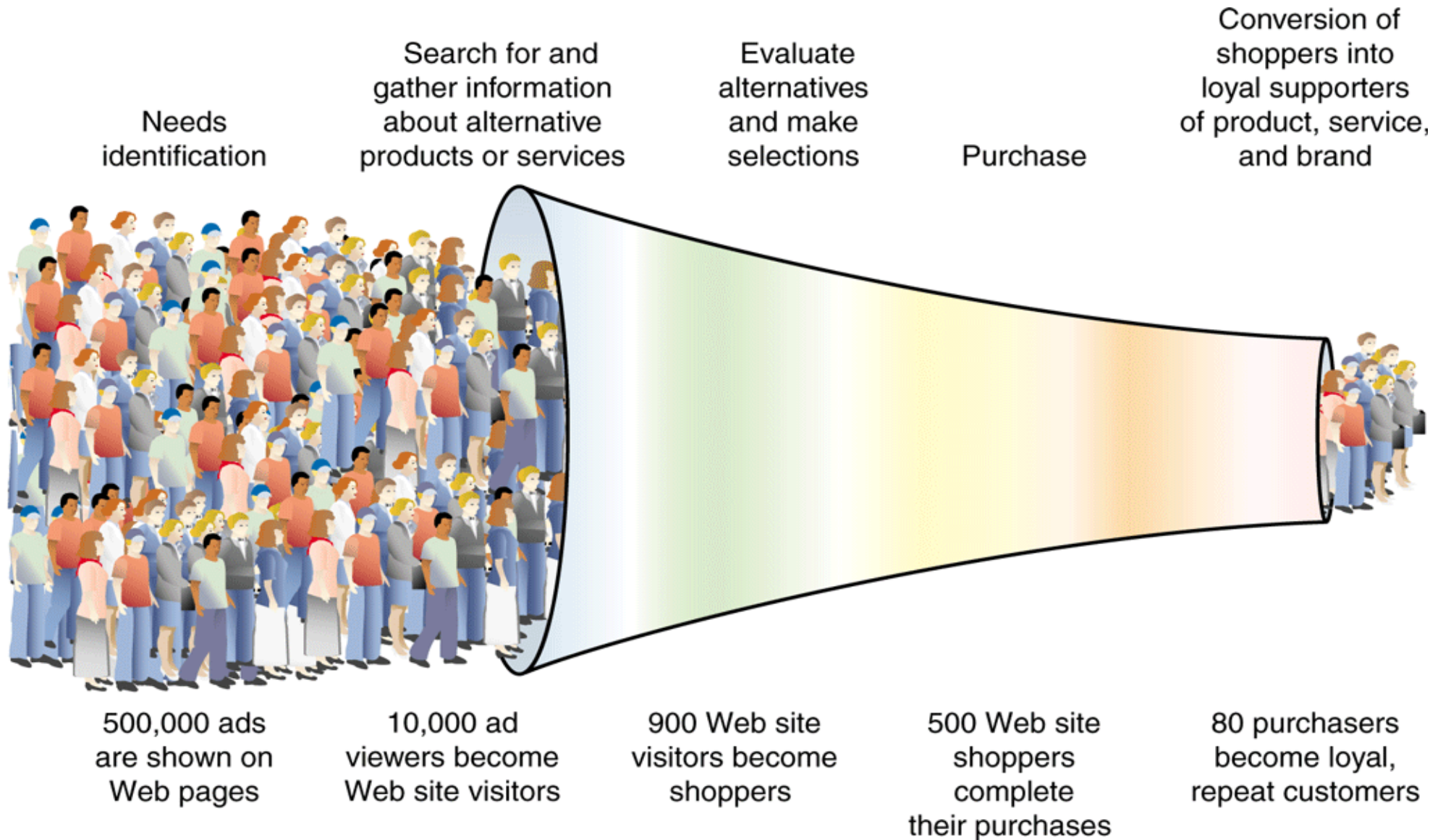


FIGURE 4-6 Funnel model of customer acquisition

Costs of Customer Acquisition, Conversion, and Retention

- **Benefits** of **acquiring new visitors** are **different** for Web businesses with **different revenue models**
- **Acquisition cost** is the amount of money spent to bring one customer to the site
- **Conversion** is converting a visitor into a customer
 - **Conversion cost** is the total amount of money a site spends to induce a visitor to purchase, subscribe or register
- **Retained customers** return to site after purchase
 - **Retention cost** is the cost of inducing customers to return to a Web site and buy again

Advertising on the Web

- Can use **five-stage customer loyalty model**
 - **Awareness stage**: message should **inform**
 - **Exploration stage**: message should **explain** how product works and **encourage** switching brands
 - **Familiarity stage**: message should (be **persuasive**) **convince** customers to purchase products or **request** a salesperson call
 - **Commitment stage**: message should **reinforce** customers' good feelings about the brand and **remind** them to buy
 - **Separation stage** customers **NOT** targeted in ads
- Online ads should be coordinated with existing advertising efforts

Display Ads

- **Display ads:** small rectangular object with stationary or moving graphic (also called banner ads)
- Includes [hyperlink](#) to advertiser's Web site
 - Is versatile: including [informative](#) and [persuasive](#) functions
- [From](#) a simple picture [to](#) attention-grabbing ads include audio and video (created using Shockwave, Java, Flash)
- **Interactive marketing unit (IMU) ad formats**
 - The [standard](#) display ad [sizes](#) that most Web sites have voluntarily [agreed to](#) use

Display Ads (cont'd.)



Four standard formats are encouraged to be used:

- **Leaderboard ad** is designed to span Web page top or bottom
- **Skyscraper ad** is designed to be placed on the side of a Web page
 - Remains visible as user scrolls through page
- Two sizes of **rectangle ads**
- Advertising agencies and web site design firms create display ads for online clients
 - Price range \$50 to more than \$8000 depending on complexity

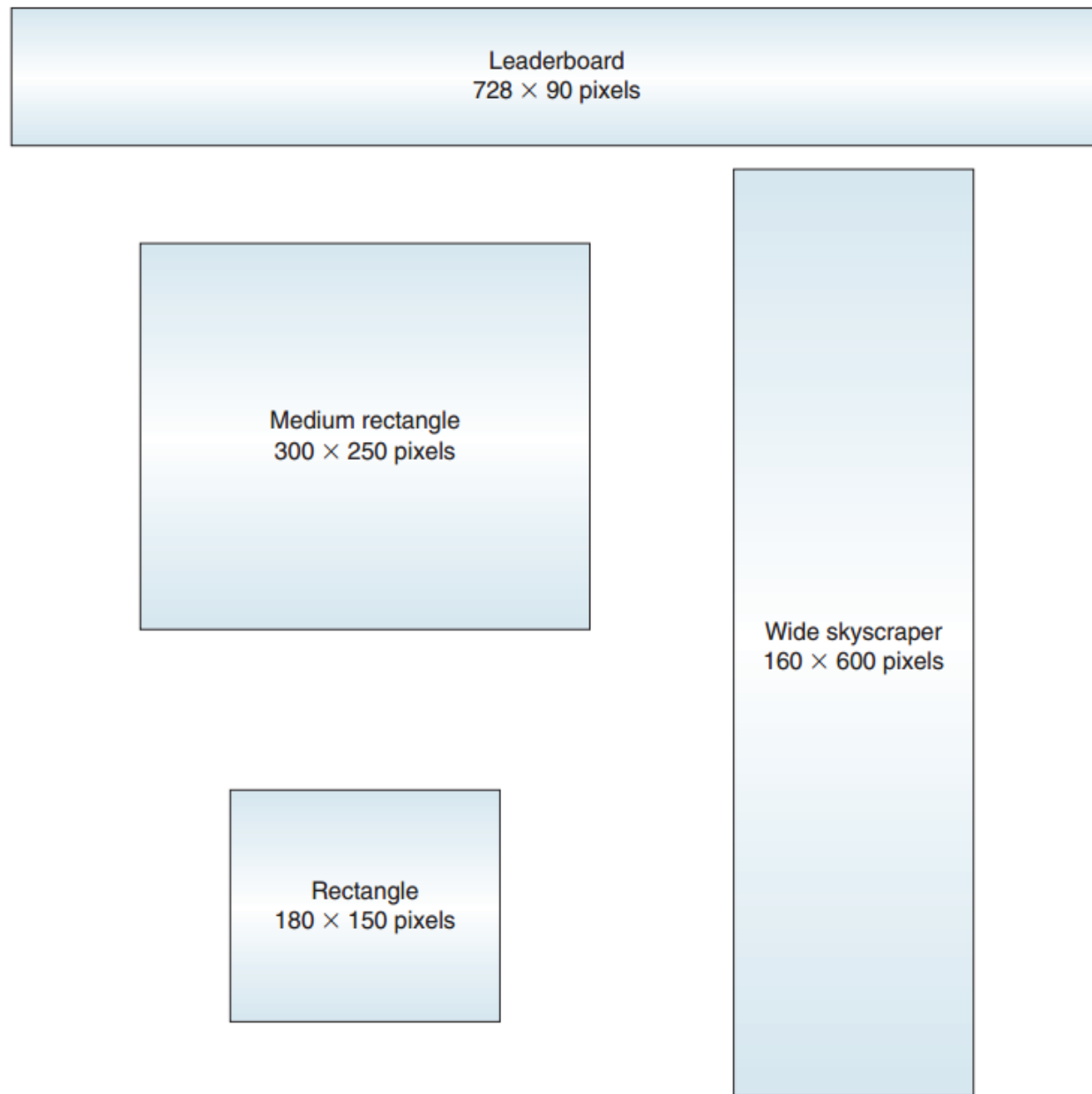


FIGURE 4-7 Interactive Advertising Bureau Universal Ad Package format standards

Intrusive Ad Formats

- **Pop-up ad** appears in its own window when user opens/closes Web page and require the user to click a small close button (difficult to find) in the window of the ad
 - Annoying and may create lasting bad will, but many advertisers find them to be effective
- Ad-blocking software prevents display ads and pop-up ads from loading
- **Interstitial ads** open in their own browser page when a user clicks to load a page
 - May close automatically or require user to close
 - Larger and more annoying than pop-up ads

Rich Media and Video Ad Formats

- Generate graphical activity that “floats” over the Web page itself (instead of a new window)
 - Always contain moving graphics and usually include audio and video elements (compared with the pictures provided by display ads)
- **Video ads** are a form of rich media ad used on Web sites that deliver video
 - Either **free standing** or **integrated into videos** that the site visitor selects to watch
 - A **pre-roll video ad** requires a visitor to view all or part of an ad at the beginning of the clip
 - Most video ads are **10 to 30 seconds** long
 - Becoming **more important** as in increasing number of people are watching video entertainment online.

Text Ads

- Short promotional message with no graphic elements
 - Usually placed along Web page top or right side
- Google found these ads to be less obtrusive than display ads but very effective
 - Criticized for including too unobtrusive ads on its pages
 - Difficult to distinguish the paid ads from the search results
 - Google now clearly labels ads to prevent confusion
- Inline text ad are text in stories displayed as hyperlinks
 - Used by newspapers, magazine, etc. to prompt users to visit to learn more about a topic

Text Ads – Google example

All Images Videos Maps News More ▾ Search tools

About 61 400 000 results (0,42 seconds)

Launch your marketplace - Try Sharetribe 30 days for free

Ad www.sharetribe.com/ ▾

Quick setup. No developers needed.

Free 30 days trial · Open-source solution

[Success stories](#)

[Features](#)

[Get started](#)

Google ad

Create a marketplace with Sharetribe

<https://www.sharetribe.com/> ▾

Create a marketplace with Sharetribe. It only takes a minute. Let your users sell or rent goods, spaces or services online. Set up your site in no time. You don't ...

Organic results

Learn to build marketplaces - Marketplace Academy by Sharetribe

<https://www.sharetribe.com/academy/> ▾

Want to learn how to **build a marketplace**? Marketplace Academy offers guides and articles about everything you need to know to run a marketplace.

Mobile Device Advertising

- Tremendous usage growth for mobile devices connected to Internet
- Some mobile software applications (mobile apps) include advertising element
 - Messages displayed from advertisers
 - Appear on a part of the app screen or in a separate screen
 - Advertising space on mobile apps is sold in the same way as that on Web sites
 - One of the fastest-growing types of online promotion

Site Sponsorships

- Web sites **offer** advertisers opportunity to **sponsor** all (or parts) of their sites
- Give advertisers a **chance** to promote their products in a **more subtle** way compared with display or pop-up ads
- **Goals similar to** sporting event sponsors, television program sponsors
 - Tie company (product) name to an event (set of information)
- **Ethical concerns** raised if sponsor allowed to create content or weave advertising into site's content
 - Should **always be clearly identified** as advertisement or as provided by the sponsor

Online Advertising Cost and Effectiveness

- **Issue of measuring** Web site **effectiveness** has become important
- Pricing metric is **cost per thousand (CPM)** for mass media advertising
 - “M” from Roman numeral for “thousand”
 - Dollar amount paid for every thousand people in the estimated audience
- **Cost per click (CPC)** is an alternative to CPM for online advertising
 - Charge is for **click**

Online Advertising Cost and Effectiveness (cont'd.)

- A **visit** occurs when a visitor requests a page from a Web site
 - **Trial visit** is the **first time** a particular visitor loads a Web site page
 - **Repeat visit** is subsequent page loads
- Each page loaded by visitor counts as a **page view**
 - If page contains an ad, called an **ad view**
- Some Web pages have display ads that continue to load and reload as long as the page is open
 - Each time the display ad loads is an **impression**
 - If visitor clicks the display ad, action is a **click** or **click-through**

Medium	Description	Audience Size	Cost per Thousand (CPM)
Network television	30-second commercial	10 million–50 million	\$10–\$50
Local television station	30-second commercial	50,000–2 million	\$3–\$25
Cable television	30-second commercial	100,000–500,000	\$8–\$25
Radio	60-second commercial	50,000–2 million	\$2–\$8
Major metro newspaper	Full-page ad	100,000–600,000	\$5–\$40
Regional edition of a national magazine	Full-page ad	50,000–900,000	\$40–\$100
Local magazine	Full-page ad	3000–80,000	\$100–\$140
Direct mail coupon pack	Mailed in letter-sized envelope	10,000–200,000	\$15–\$20
Billboard	Highway billboard	100,000–3 million	\$1–\$8
Online	Display ad	10,000–50 million	\$1–\$15
Online	Video/Rich media	10,000–50 million	\$2–\$50
Online	Text ad	10,000–50 million	\$1–\$500
Targeted e-mail	Single mailing	10,000–10 million	\$5–\$15
Mobile ads	App-embedded	10,000–5 million	\$1–\$5

FIGURE 4-10 CPM rates for advertising in various media

Online Advertising Cost and Effectiveness (cont'd.)

- **Difficult** for companies to **gauge** the cost and benefits of advertising on the Web
- Many have developed **new metrics** to evaluate the number of desired outcomes advertising yields
 - Instead of CPM or CPC, they measure the **number** of new visitors to their site who **buy for the first** time after arriving by way of a **click-through**
 - Then they **calculate the advertising cost** of acquiring one customer on the Web, and do **comparison with** traditional ways
- Most analysts agree that online advertising is much more effective if properly targeted

E-Mail Marketing

- Online ads can reach site visitors who are looking for something **specific**
- This makes online ads **more successful** than ads viewed by a general population
- **Market segmentation** is therefore an **important** element in online advertising process
- One useful marketing tool that uses **market segmentation** effectively is **e-mail marketing**
 - Used to announce new products or features
 - Used to announce sales on existing products

Unsolicited Commercial E-mail (UCE, Spam)

- Unsolicited Commercial E-mail (UCE, Spam, bulk mail) is **electronic junk mail**
 - Includes solicitations, ads or e-mail chain letters
 - Wastes time, disk space, and consumes large amounts of Internet capacity
- **Key element** to in any e-mail strategy
 - Obtain customer approval prior to sending

Permission Marketing

- **Conversion rate** is the percentage of recipients responding to an ad or promotion
 - Ranges from 10% to more than 30% on requested e-mail messages
 - Higher than click-through rates on display ads (<0.5% and decreasing)
- **Opt-in e-mail** is the practice of sending e-mail messages to people who request information
 - Part of permission marketing strategy
 - More successful than the strategy of sending general promotional messages through the mass media
 - Example companies: ConstantContact, Yesmail, Return Path

Combining Content and Advertising

- **Combine** useful content (articles, news stories of interest) with an advertising e-mail message can **increases acceptance** of e-mail
- Advertising e-mail message is **hyperlinks** instead of large attachments
 - Takes customers to advertiser's Web site content
 - Easier to induce customer to stay on the site and consider making purchases
- **Coordination** across media outlets is an important element in any marketing strategy
 - Other marketing efforts undertaken at the same time should be consistent with the e-mail's message

Technology-Enabled Customer Relationship Management

- **Clickstream** is the information that a Web site can gather about its visitors, e.g., which pages were viewed, how long each page was viewed, the sequence, etc.
- **Technology-enabled relationship management** occurs when firm obtains information on customer behavior, preferences, needs and buying patterns, and uses them to
 - Set prices, negotiate terms, tailor promotions, add product features, customize customer relationship
 - Also called **Customer Relationship Management (CRM)**, **technology-enabled customer relationship management** or **electronic Customer Relationship Management (eCRM)**

CRM as a Source of Value

- **Good CRM** systems gather information from every customer touchpoint
- Multiple sources of information about customers is entered into a large database called a **data warehouse**
- **Data mining** is a **process** with **well-understood stages** based on
 - application of **information technology**
 - analyst's **creativity**
 - **business knowledge**
 - **common sense**



Example 1: Hurricane Frances (1 / 2)

Hurricane Frances was on its way, barreling across the Caribbean, threatening a direct hit on Florida's Atlantic coast. Residents made for higher ground, but far away, in Bentonville, Ark., executives at Wal-Mart Stores decided that the situation offered a great opportunity for one of their newest data-driven weapons ... predictive technology.

A week ahead of the storm's landfall, Linda M. Dillman, Wal-Mart's chief information officer, pressed her staff to come up with forecasts based on what had happened when Hurricane Charley struck several weeks earlier. Backed by the trillions of bytes' worth of shopper history that is stored in Wal-Mart's data warehouse, she felt that the company could 'start predicting what's going to happen, instead of waiting for it to happen,' as she put it. (Hays, New York Times, 2004)



Example 1: Hurricane Frances (2/2)

- ❑ Why might **data-driven prediction** be **useful**?
 - Bottled water, or flashlights?
 - A particular DVD sold out?
- ❑ Discover sales patterns due to the hurricane that are **NOT obvious**!
- ❑ Identify **unusual local demand** for products

*'We didn't know in the past that **strawberry Pop-Tarts** increase in sales, like **seven times** their normal sales rate, ahead of a hurricane,' Ms. Dillman said in a recent interview. 'And the pre-hurricane top-selling item was **beer**.'*



Example 2: Predicting customer churn (1)

- ❑ Many cellphone companies have major problems with **customer retention**
- ❑ Cellphone market is **saturated**
- ❑ **Churn:** customers **switching** from one company to another, which is expensive for companies
- ❑ **Task:** keep your customers by predicting who should get a retention offer



Example 2: Predicting customer churn (2)

☐ What **data** you might use?

☐ **How** would they be used?



☐ How should the company **choose** a set of customers to receive their offer in order to **best reduce churn** for a particular incentive budget?

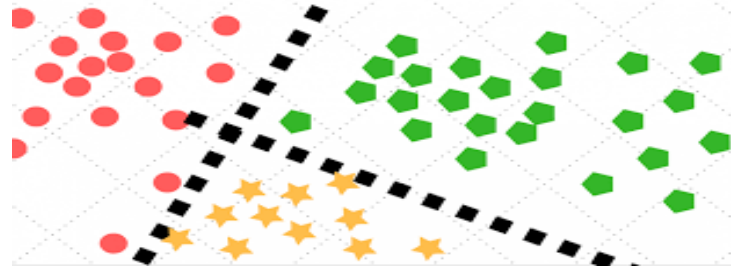
From business problems to data mining

- ❑ **Decompose** a data analytics problem into **pieces** such that you can solve **a known task** with **a tool**
- ❑ There is **a large number of** data mining **algorithms** available, but only **a limited number** of data mining **tasks**
- ❑ We will illustrate the **fundamental concepts** based on
 - Classification
 - Regression



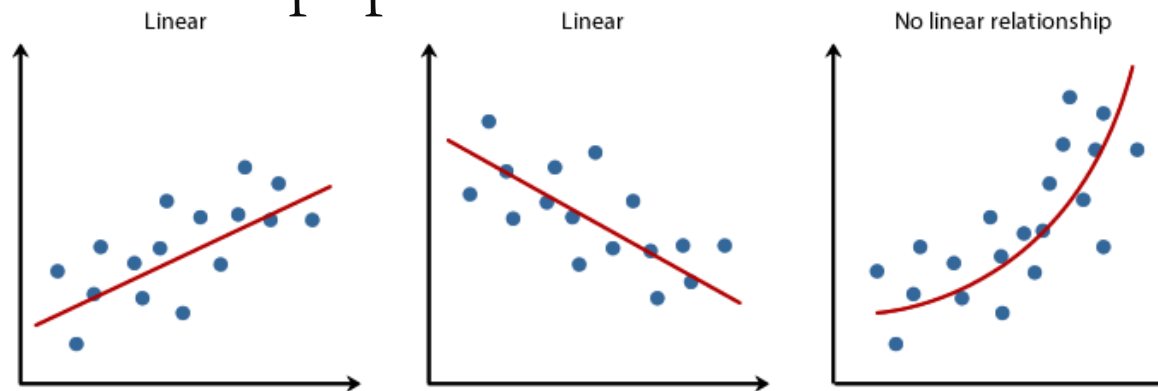
Classification

- ❑ **Classification** attempts to **predict**, for **each individual** in a population, which of a (small) set of **classes** that individual **belongs to**
 - *E.g., “Among all the customers of a cellphone company, which are likely to correspond to a given offer?”*
- ❑ Classification algorithms provide **models** that **determine** which class a new individual belongs to
- ❑ Classification is related to **scoring** or **class probability estimation**



Regression

- ❑ **Regression** (value estimation) attempts to estimate or predict, for **each individual**, the **numerical value** for that individual
 - *E.g., “How much will a given customer use the service?”*
Predicted variable: service usage
- ❑ Generate **regression model** by looking at **other, similar** individuals in the population



Similarity Matching

❑ **Similarity matching** attempts to identify similar individuals based on the data known about the individuals

❑ Find **similar entities**

❑ **Basis** for making product recommendations

- *E.g., “Find people who are similar to you in terms of the products they have liked or purchased”*

❑ **Similarity measures** underlie certain solutions to other data mining tasks



Clustering

- ❑ **Clustering** attempts to **group** individuals in a population together by their **similarity**, but **without** regard to any **specific purpose**

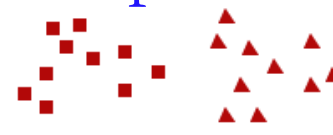
- *E.g., “Do customers form natural groups or segments?”*

Result: groupings of the individuals of a population

- ❑ Useful in **preliminary domain exploration**



(a) Original points



(b) Two clusters



(c) four clusters

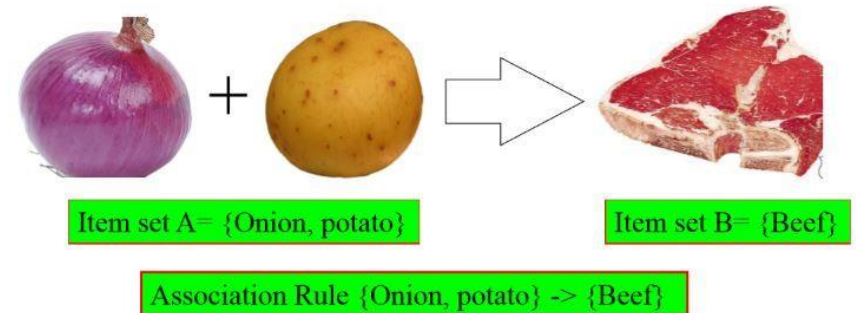


(d) Six clusters



Co-Occurrence Grouping

- ❑ Attempts to find **associations** between **entities** based on transactions involving them
- ❑ Aka **association rules** or **market-basket analysis**
 - *E.g., “What items are commonly purchased together?”*
- ❑ Considers **similarity** of objects **based on** their **appearing together in transactions** (compared with clustering)
- ❑ Included in **recommendation systems** (people who bought X also bought Y)
- ❑ **Result:** a **description** of items that **occur together**



Profiling

- ❑ Attempts to **characterize** the **typical behavior** of a group or population
- ❑ Aka **behavior description**
 - *E.g., “What is the typical cellphone usage of this customer segment?”*
- ❑ Often used to establish **behavioral norms** for **anomaly detection** (fraud detection)



Some More Data Mining Tasks

❑ **Link prediction** attempts to **predict** connections between data items (→social network systems)

- *E.g., “Since you and Karen share ten friends, maybe you’d like to be Karen’s friend?”*



❑ **Data reduction** attempts to **take** a large data set of data and **replace** it with a **smaller** set of data that **contains** the **relevant** information

❑ **Easier** processing, but often **loss** of information

Creating and Maintaining Brands on the Web

- Branded products **easier** to advertise and promote
 - Each product carries reputation of the brand name
 - Value far exceeds cost of creating them
- **Three key** brand elements
 - Product **differentiation** clearly distinguishes product
 - **Relevance** is degree to which product offers utility to a potential customer
 - **Perceived value** (key element) occurs when customer perceives a value in buying product
- Environmental changes cause brands to lose value



Element	Meaning to Customer
Differentiation	In what significant ways is this product or service unlike its competitors?
Relevance	How does this product or service fit into my life?
Perceived value	Is this product or service good?

FIGURE 4-13 Elements of a brand



Emotional Branding vs. Rational Branding

- **Emotional branding** use emotional appeals in their advertising to establish and maintain brands
 - Works well on television, radio, billboards and print
 - Ad targets in passive information acceptance mode
 - Difficult to convey on Web which is an active medium controlled by customer
- **Rational branding** offers to help Web users in some way in exchange for viewing an ad
 - Relies on cognitive appeal of specific help offered, instead of a broad emotional appeal



Viral Marketing Strategies and Social Media

- **Viral marketing** relies on existing customers to tell prospective customers about products or service
- Social media marketing is best done using an **indirect** approach
 - People **do not** use social media to **shop**, they use social media to **socialize**
 - Encourage community to **discuss the desirability** of a product or service, instead of telling them that it has something to sell
 - Web site followers on a company's discussion activity are called **fans** (metric of assessing the success or not)





Emily Turner

I'm off to the mall! Hope I can score some Fuzzter boots on sale!

Like - Comment 27 minutes ago

1. Emily posts a status report that includes a tag for her favorite brand of boots, Fuzzter.



2. Emily's friends all see the post about the Fuzzter boots and several of them share the post.



3. Friends of Emily's friends are now aware of the Fuzzter brand of boots.

FIGURE 4-14 Viral marketing through social media