

Digital Marketing Models

Frameworks and tools for digital audits, planning and strategy

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Part of the Digital Marketing Strategy and Planning Toolkit

Digital Marketing Models

Frameworks and tools for digital audits,
planning and strategy

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Introduction

About this guide

Digital, internet or e-marketing models have emerged over the last decade. Partly in response to a new digital era and partly as a result of new disruptive methods of marketing.

We have created this guide based on the growing need for a definitive source of digital marketing models. We have started with the top ten and it may be that there are others you think we should include in the next version.

As with our Essential Marketing Models, this guide explains the fundamentals of each model, how it works and gives examples of how to use each model along with best practice advice and templates to use in your business.

This guide to digital marketing models comprises frameworks and tools for digital audits, planning and strategy. The range of audit models, planning models and strategy models includes:

Audit models

- Forrester's 5Is
- Lauterborn's 4Cs
- Ten C's of marketing

Planning models

- 6Cs of customer motivation
- Hofacker's 5 Stages of information processing
- RACE Planning
- Technology Acceptance Model

Strategy models

- 4Cs for marketing communications
- McKinsey's consumer decision journey
- The Honeycomb Model

We believe that marketing models, whether traditional or digital, are useful frameworks to focus planning and strong mechanisms to enable organisations to develop robust marketing plans that stand the test of time.

As with our Essential Marketing Models guide, there is the added benefit for marketing and business students of the original information source, using Harvard referencing!

This guide is freely available to Basic and Expert members of Smart Insights, so if you find it useful, do "spread the word" and share it or the models you find useful.



About the authors



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To connect with Dave via LinkedIn or other social networks, visit his [Smart Insights page](#).



AUDIT MODELS



Model 1.

Ten C's of marketing for the modern economy

What is it?

The “Ten C’s of marketing for the modern economy” better known as the 10Cs of Digital Marketing was created by Chartered Institute of Marketing examiner, Richard Gay and was published in his book with Rita Esen and Alan Charlesworth in 2007.

The Ten C’s of marketing for the modern economy was designed as “a useful framework for marketers assessing for the modern digital marketscape from both an internal and external perspective.” Others have written about the Ten C’s see for example, this article¹ on Smart Insights.

What is it? 10Cs of Modern marketing

A framework to review internal and external online marketing activities.

The 10Cs considers each element of an online marketing framework. This could be internal and used to review an organisation’s website and related marketing communications and how they are managed, or it could be used as an external tool to audit competitors activities. The customer is placed in the centre and each element is reviewed to see how well this meets customers’ needs.



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Model 1

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¹ [Smart Insights: Summary of the 10Cs](#)

1. Customer

As would be expected in any marketing context, the customer should be located at the centre of the model. The web provides opportunities for more targeted marketing and this element should consider how well the organisation knows the customers, for example:

- Has your organisation developed personas
- When did you organisation last gather insights from your customers?

Recommended resource Smart Insights Persona Toolkit

Our [Personas Toolkit](#) for Expert members gives techniques and examples of how to create B2B and B2C personas including customer journey mapping across web, social media and offline touchpoints.

If your clients cannot find you online, your position may be strong today but with the pace of change it is not ensure to ensure future survival, Customer behaviour is changing dramatically and customers expect speedy and transparent communication at all stages of the sales process.

New behaviours are emerging such as webrooming and showrooming²; the issue is recognising these behaviours and adapting the organisation and its technology to support them.

It can be difficult to 'sell everything to everyone' hence the need for greater targeting in an online environment. It means that you need to understand the customer, their needs, their shopping behaviour, their delivery requirements and the communities to which they belong.

2. Corporate culture

Corporate culture or brand perception has become more important to savvy online buyers. Think about the leading clothing brands including Gap, Marks & Spencer and H&M, selling coats embellished with Angora rabbit fur, extracted by less than ethical means. This was discovered, shared across television and online video networks, soon resulting in a change of policy.

Corporate culture today means greater transparency and authenticity. Customers have expectations of brands they follow. The revelations about Volkswagen (VW) astonished consumers and the shockwaves went much deeper as it had a direct impact on the value of the Euro currency. The biggest factor is that it may be impossible for the company to recover once the lawsuits start piling in. It appears that (although the facts are not clear) that the company adjusted computer software to provide better emission performance results for the US market. The shock was that a company as loved and trusted could lack transparency and take actions seen as counter to their values.

- How does your corporate culture align with your customers?
- How authentic is the organisation?
- How is transparency understood and monitored?
- How could you ensure a situation like that at VW, could not occur in your organisation?

² [Smart Insights: Webrooming and Showrooming article](#)

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3. Convenience

The ability to shop at anytime and from anywhere, has shifted the power from retailers to consumers. Technology has created convenience for consumers via mobile and tablet and I can shop on my mobile on the train, on the way to and from work, whilst waiting for a meeting to start.

Convenience involves many factors which are part of the overall [Online Value Proposition](#) of a website:

- Easy access to shop on different devices, for example through responsive or adaptive websites
- Easy recall of previous orders; storing my previous data so if I'm in a hurry with a grocery shop or a B2B purchase, I can simply repeat an earlier order.
- Easy acknowledgement of my order with details of when it will arrive; in some cases this is becoming a shorter time slot or I can arrange to have my goods delivered to a safe locker or other convenient location.

For Business to Business (B2B) convenience about

- Easy access to information related to my profession or sector
- Easy access to my account and stored content if relevant

4. Competition

Technology has given competitors and new entrants to be disruptive in an environment where it is not always possible to predict the next step and the changes take place overnight. For example:

- 5 of the biggest companies worldwide did not exist 20 years ago
 - Apple, Amazon, Facebook, Alibaba, Google
- New investors are using new investment platforms
 - Kickstarter
 - CrowdCube.com
- Big businesses are harnessing the crowd for ideas
 - Walkers Crisps (Facebook)
 - Online tools (Brightidea.com, ideascake.com)

At the same time, price comparison sites give consumers more knowledge. This is often shared with competitors.

Gay suggested that competition is on 6 levels:

1. Traditional competitors moving online.
2. New online-only entrants in domestic markets.
3. New online entrants from overseas.
4. Competitors from newly formed online alliances and partnerships.
5. Competitors introducing or eliminating channels of distribution.
6. Revitalised traditional businesses.

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With technology there is a lack of boundaries as goods can be ordered from any site at any time. It has also changed routes to market as there are now more options for digital channel strategies:

STRATEGY	NOTES	EXAMPLES
Single Channel Strategy	Marketing effort through one channel.	www.firebox.com www.play.com
Channel migration strategy	Operated in one channel and try to persuade customers to use another.	Marks & Spencer (online exclusive)
Integrated multi-channel strategies	Adapting the multi-modal channels that customers want for some forms of products	John Lewis (In store, online, mobile)
Disintermediation	Removal of intermediaries; 'cutting out the middle man'.	Online pureplays offering direct sales without retail distribution (www.firebox.com) and (www.play.com) Facebook selling ads direct, Lulu self-publishing
Reintermediation	New online intermediaries create new comparison sites providing the interface between customers and sellers.	Financial services site www.comparethemarket.com) and travel site www.tripadvisor.com .
Countermediation	Create, buy or partner with online intermediaries such as publishers or comparison sites.	Opodo, an Internet travel website, founded by European airlines. Chemists Lloyds which created a healthcare business. Amazon acquired influential camera review site Dpreview.com and Movie review app www.idmb.com .

This element requires consideration of your competitors' channel strategies. Use this template to assess who's using which strategy. Note that competitors may use multiple channel strategies as is the case with Firebox.com.

STRATEGY	COMPETITOR A	COMPETITOR B	COMPETITOR C
Single Channel Strategy			
Channel migration strategy			
Integrated multi-channel strategies			
Disintermediation			
Re-intermediation			
Countermediation			

5. Communications

Probably the greatest single change from digital media and technology is the advent of new forms of inbound marketing such as organic SEO and social media. Here communication has evolved into new forms of 'inbound 'Pull' marketing and, in the case of social media, a two-way and multi-party dialogue, instead of the traditional one-way corporate communication.

For organisations this new dawn heralds a lack of control where others control the message which may be inaccurate at best and libellous at worst. Plus, the need for elegant prose covering pages of brochures has been replaced with the need for sharp pithy posts, changing the nature of copywriting and the skills required.

One of the ways to assess your online communications is via a content audit. This should highlight:

- The types and formats of communication delivered
- Tone of voice
- Key messages
- Potential gaps and pitfalls

This can equally be applied to competitors to assess their communications.

6. Consistency

Consistency involves delivering same service regardless of channel. So whether you buy in-store, online or over the telephone, the same standards and levels of service should be applied.

The challenge is often that poor service, when mentioned in store, may not be fully addressed and as a result, customers go online to seek redress, like the examples shared on a British retailer's Facebook page:

I have lost the will to live. I have 7 £10 gift vouchers i am trying to purchase on line but you can only use one card against an order. I have been in touch with head office here to help and spoken to the help desk. All useless.

Like · Reply · 27 October at 10:45

View previous replies

D Debenhams - the official page Could we ask for your email ticket number Marion?

Like · Reply · 27 October at 11:48

View more replies

Once a year myself, my daughter and grand daughter go christmas shopping in London- today we ordered 3 burgers in your store, after 40 minutes one arrived and the man took our order number away, so I waited 5 mins. then went to ask where the others wer... See More

Like · Reply · 27 October at 21:19

D Debenhams - the official page Hey Gay! We would love the pass these comments to the store management team. Can you drop us a private message with your contact details if possible?

Like · Reply · 28 October at 08:15

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7. Creative content

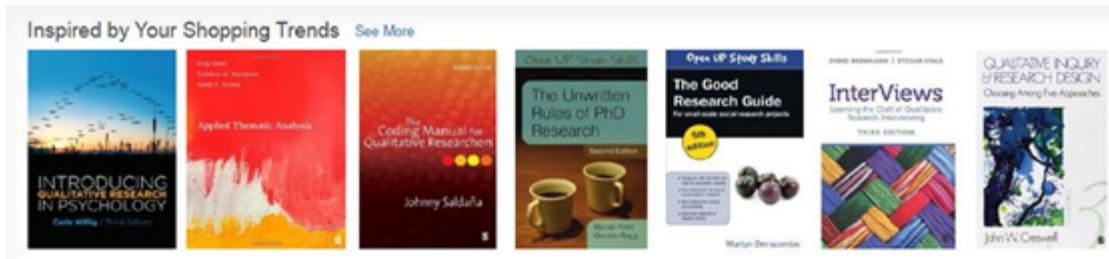
When Richard Gay created this model it was at a time where companies updated the content on their websites infrequently. The evolution of Google algorithms, understanding of the value of Content Marketing combined with newer technology has ensured many organisations update their content on a regular basis and it's easy to do this.

Gay also suggested that the main source of company information was via their website, whereas many customers now seek additional sources, such as social media platforms, to read comments from others. The corporate website is just that; corporate. With that comes less trust and potentially less authenticity. ‘They would say that wouldn’t they!’ Looking at an organisation via Glassdoor, the US staff review site, provides a level of insights that would be unlikely to be approved on the corporate site. Equally review plugins, such as TrustPilot or Reovo which only capture feedback from customers who have made a purchase, can convert hesitant customers. This user-generated content is creative, insightful and adds authenticity to a site in the way a standard product description never could.

Other creative content includes different formats such as video, infographics and downloadable guides – such as this one. If you want to explore more creative content, check out our Content Matrix for the full list of content options³.

8. Customisation

Many websites customise the web experience. Take Amazon as the best-known example, it welcomes me back to the site, makes recommendations of what’s new and suggests other items to buy which it calls ‘Inspired by your Shopping Trends’.



Easier to use technology has facilitated greater personalisation or as it was previously called ‘mass customisation’. Amazon carefully words this recommendation list and acknowledges that it’s based on some evidence, without sounding scary.

9. Coordination

Coordination or, as it more recently termed, ‘integration’, is ensuring that from click to delivery, the multichannel service customer experience is coordinated.

Imagine where a company sends a request for a product review, but the product hasn’t yet been delivered! Sounds crazy? It happens and too frequently. The review request is triggered 48 hours after purchase and assumes delivery has been fulfilled, but this doesn’t always happen.

Lack of coordination occurs when different teams aren’t integrated and this is often when senior management teams have a lack of understanding of the end-to-end fulfilment process.

³ [Smart Insights: Content Marketing Matrix](#)



10. Control

This final element of the 10Cs brings together the way online buying and browsing can deliver greater insight and measurability. You can see

- What's working
- What's not working
- What works well

Through web analytics' tools like Google Analytics, marketers can now better measure their marketing, as well as testing new ideas to see which generates greater interaction and / or conversion. Utilising customer feedback tools⁴ can also encourage more customer-centric facilities.

Recommended resource Goal-setting, Evaluation and Conversion Improvement

To follow our recommendations on adopting insight-driven digital marketing see our resources:

- Goal-setting and KPIs
- Improving online marketing with Google Analytics
- Guide to Conversion Rate Optimization

How can I use this model?

	Current situation in your organisation	Competitor A (repeat for others)	How your business could enhance its offer?
1. Customer			
2. Corporate culture			
3. Convenience			
4. Competition			
5. Communications			
6. Consistency			
7. Creative content			
8. Customisation			
9. Coordination			
10. Control			

What to watch for

There is potential duplication in some areas, for example, communications and creative content. Your organisation may embed creative content into its communications. Don't forget this model was designed when customer communication was limited to some text and a few images!

Original Source

Gay, Richard; Esen, Rita; Charlesworth, Alan. (2007) Online marketing: a customer-led approach. Oxford: Oxford University Press.

⁴ [Smart Insights: Customer Feedback Tools](#)



Model 2.

Lauterborn's 4Cs

What is it?

In 1990 Bob Lauterborn wrote an article in Advertising Age saying how the “4Ps were dead” and “today’s marketer needed to address the real issues”. He didn’t address the 7Ps which include the service elements of the mix. He suggested a 4C model:

1. Consumer wants and needs
2. Cost to satisfy
3. Convenience to buy
4. Communication

(See also Jobber and Fahy's 4Cs, created in 2009)

What is it? Lauterborn's 4Cs: Consumer wants and needs; Cost to satisfy; Convenience to buy and Communication

An updated version of the 4Ps focused on the customer which is useful for an internal audit as well as competitor comparison.

‘Consumer wants and needs’ moves the focus from ‘product’ and being product-led, with companies making things customers didn’t want. A good example of this is Nokia, making lots of products, but failing to satisfy changing consumer needs and wants.

His second ‘C’ is ‘Cost to satisfy’ was to replace ‘price’ as Lauterborn stated this was irrelevant as so many other factors were involved. This is interesting if you consider commodity goods, such as non-brand purchases from supermarkets, where supermarket buyers are forcing down the price they pay with their suppliers. This is likely to be a contributory reason why horse meat was introduced into ready meals – suppliers having to provide a ‘cost to satisfy’ buyers. The challenge for me is the perception of the terms ‘cost to satisfy’ with a company like Apple. The ‘cost to satisfy’ sounds more like a lower price offer and Apple products are premium-priced. Perhaps that’s the key, as the cost to satisfy, for a brand like Apple, has to be higher than the competitors, to contribute towards the brand’s DNA as a premium brand. Interestingly with Apple, taking an iPad Air 2 and looking at the ‘cost to satisfy’ (I really mean price here) across several different locations, the price seems to be universally the same. The example taken is Apple iPad Air 2 (specifically the Apple A8X, iOS 8, 9.7”, Wi-Fi, 64GB, Space Grey) sold at £479.00 at three different stores in the UK. This indicates that price is managed by the brand, to ensure discounting does not take place.

Capacity and Price ¹	16GB	16GB
	£399	£499
	64GB	64GB
	£479	£579
	128GB	128GB
	£559	£659

Example A - Apple iPad Air 2 – Prices on Apple.co.uk website

Model 1

Model 2

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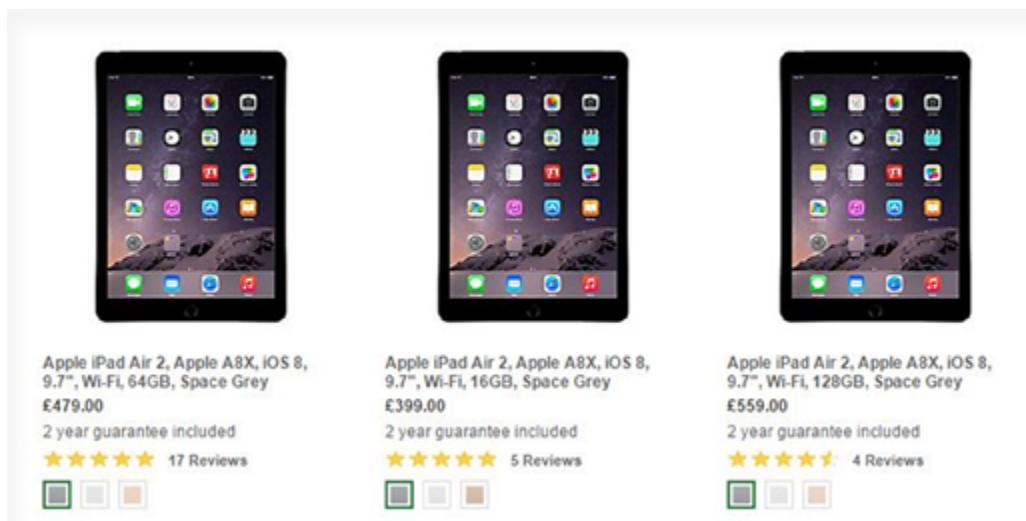
Model 5

Model 6

Model 7



Example B - Apple iPad Air 2 – Prices on Currys.co.uk website = £479



Example C - Apple iPad Air 2 – Prices on JohnLewis.co.uk website = £479

The third 'c' is 'Convenience to buy' and admittedly, the 'P' for 'Place' always felt tenuous as it's really about access to the product and the letter 'P' worked in the alliterative set! Convenience to buy is an interesting concept as we live in a 24/7 always-on world. The concept of shopping from 9am to 5pm, has gone. Although it's not that long ago (perhaps 15 years) that I remember working in Italy and the shops closed during lunch hours too. And this included supermarkets – imagine the scene – you arrive at the supermarket at 12.45pm and at 1pm you haven't completed your transaction, so you literally abandon your shopping trolley, in the store! Today trolley or cart abandonment is more likely to take place in the online world. Added to this, the development of disintermediation – giving shoppers the chance to remove the middle man and buy direct, as well as re-intermediation – the middle men re-inventing themselves online, as Expedia has done (aggregating holiday offers in one place) or Skyscanner (all your flights for specific dates in one place) or the UK insurance broker 'Compare the Market' (bringing many car insurance policies to one screen, making it easier to compare). The advent of wearables takes the concept of buying 'any place, anytime, anyhow' to another level.

The final 'C' in Lauterborn's 4Cs collection is communication. Lauterborn viewed 'promotion' as manipulative and described it as a one-way system with communications pushed from company to consumer. His view of communication was that it should be about dialogue, a two-way conversation, between company and customer. Applying this in a digital sense, we can see customers creating communications through User Generated Content, so perhaps Lauterborn's comments were an early insight into the changing nature of customer communication.

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How can I use this model?

The 4 elements are overlaid like a Venn diagram with the customer – or target market – at the centre of the circles.



- Model 1
- Model 2
- Model 3
- Model 4
- Model 5
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- Model 7

Each circle can be populated with details about where your company is now. What are its current 4Cs? How does this compare with your competitors' 4Cs? What other action can you take to improve your 4Cs?

This useful template enables you to review your organisation using the 4Cs.

Current situation in your organisation	Competitor A (repeat for others)	How your business could enhance its offer online?
Consumer wants and needs		
Communication		
Convenience to buy		
Cost to satisfy		

Applying this to Apple, it seems that there are aspects of the overall picture that are missing. Physical evidence, one part of the 7Ps, is a key factor in the Apple proposition. The look and feel of Apple products is an essential part of its marketing mix, yet the 4Cs doesn't address this fully.

4Cs Element	Current situation at Apple
Consumer wants and needs	The Hurun Report into the Chinese Luxury Consumer Survey 2015 showed that in 2015, the most wanted brand (by millionaires in China) was China. The brand is desirable, current and innovative. Consumers are seeking innovation and the brand name, is wanted by consumers, regardless of the price.
Communication	Apple has well-established community forums where users share tips and tricks as well as best practice. Apple facilitates these forums but does not always participate.
Convenience to buy	Consumers can buy direct from the Apple online store, in traditional stores as well as via partner online and offline stores.
Cost to satisfy	The price charged reflects the premium nature of the product.

This is perhaps a less complex model to use and works well with smaller organisations.

What to watch for

This model may be too simplistic for larger organisations as its overall focus is narrow and excludes critical service elements such as people, processes and physical evidence. Additionally it doesn't consider different forms of partnerships which are important for gaining presence online.

Original Source

Lauterborn, B. (1990). 'New marketing litany; four P's passe; C-words take over', Advertising Age, 41, p. 26, Expanded Academic ASAP, EBSCOhost, viewed 31 January 2015.



Model 3.

Forrester's 5Is

What is it?

Forrester is a well-established market research company focusing on business applications of digital technology and media and over the years, the team from Forrester have developed a number of models that we can apply to digital marketing.

Occasionally they extract insights from their research and share in the form of a blog article. In 2007 they created a measure of engagement which was termed the 5Is although their focus was on 4 specific elements beginning with the letter 'i'.

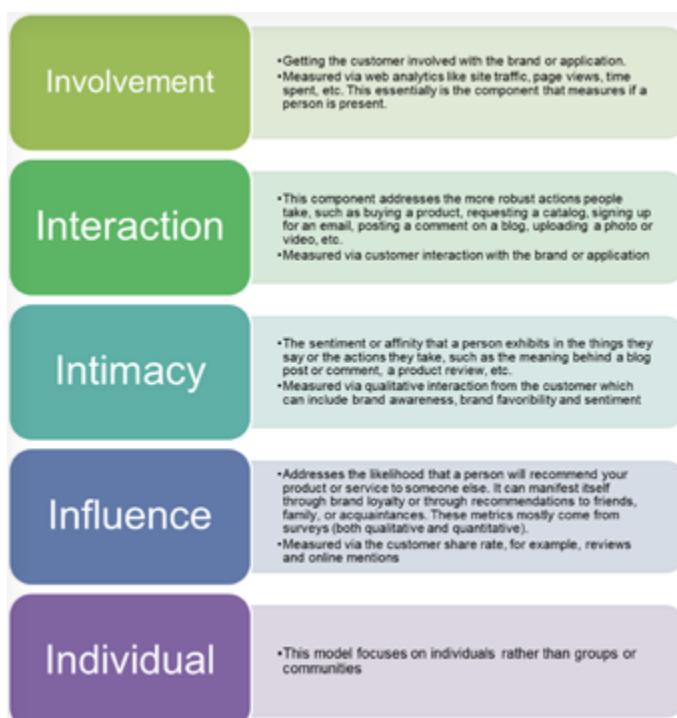
What is it? Forrester's 5Is

The level of involvement, interaction, intimacy, and influence an individual has with a brand over time.

The concept was based on research conducted by Forrester where they concluded that the traditional marketing funnel was dead and they proposed 'engagement' as a new metric. Engagement as a term had been discussed by many scholars as far back as 1991 when a team from Western Michigan University shared their research on 'the experience of flow in computer-mediated and in face-to-face groups'. In this instance 'flow' is about being 'in the zone' or being very involved with something - a characteristic often used to describe Pinterest users, where they start seeking a specific item and end up spending hours in the social media network, as they delve deeper and deeper into shared items.

The 5Is were the answer to a marketing funnel that no longer worked and the more a user, visitor or customer was 'engaged' with the brand, the more successful the outcome for the brand.

Here is our summary of the different elements of the 5Is here:



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How can I use this model?

Forrester have since revised this model (see what to watch for) although it can still be used to assess the engagement within your online spaces. As websites may not be the first place a potential consumer visits, to explore a brand, consider Facebook, Twitter, Pinterest and Instagram etc.

Element	Examples within your online presence
Involvement	
Interaction	
Intimacy	
Influence	

There are other reasons to consider the social media networks, for example, Marmite, is a well-known UK savoury spread. It is a single product company and does not sell direct to consumers - it is usually sold via retailers, therefore its aim is to create a great feeling about the brand and a preference (and reminder) to purchase. Recently it offered fans the opportunity to buy a personalised pot of the product.



In this example, the individual is involved with the brand, there is interaction and some intimacy between individuals as one individual influences another. This is a good example of engagement. The question is whether this will lead to a sale.

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What to watch for

In 2011, four years' after the original concept of the 5Is was launched, Sean Corcoran, another member of the Forrester team, reviewed the 5Is and commented in an article on [revisiting the meaning of engagement](#) noted that "any good marketer knows that just getting a customer to be involved or to interact with an application or campaign is typically not enough to drive results — even basic awareness" he explained that whilst the 5Is could be achieved, it did not mean a campaign had succeeded and suggested the only way to ensure this model works is to focus on the company's objectives and ensure that any campaigns or plans were built around relevant engagement, to gain results.

Engagement of an audience with an online brand should always be referenced against timescale. For example, the Smart Insights RACE framework considers short-term interactions in social media which can lead to conversion and longer-term customer engagements.

Original Source

Haven, B. (2007) New Research on Engagement. Brian Haven's Blog (Forrester). Available at:

http://blogs.forrester.com/brian_haven/07-08-13-new_research_engagement (Accessed: 10 December 2015)



CUSTOMER COMMUNICATIONS PLANNING MODELS



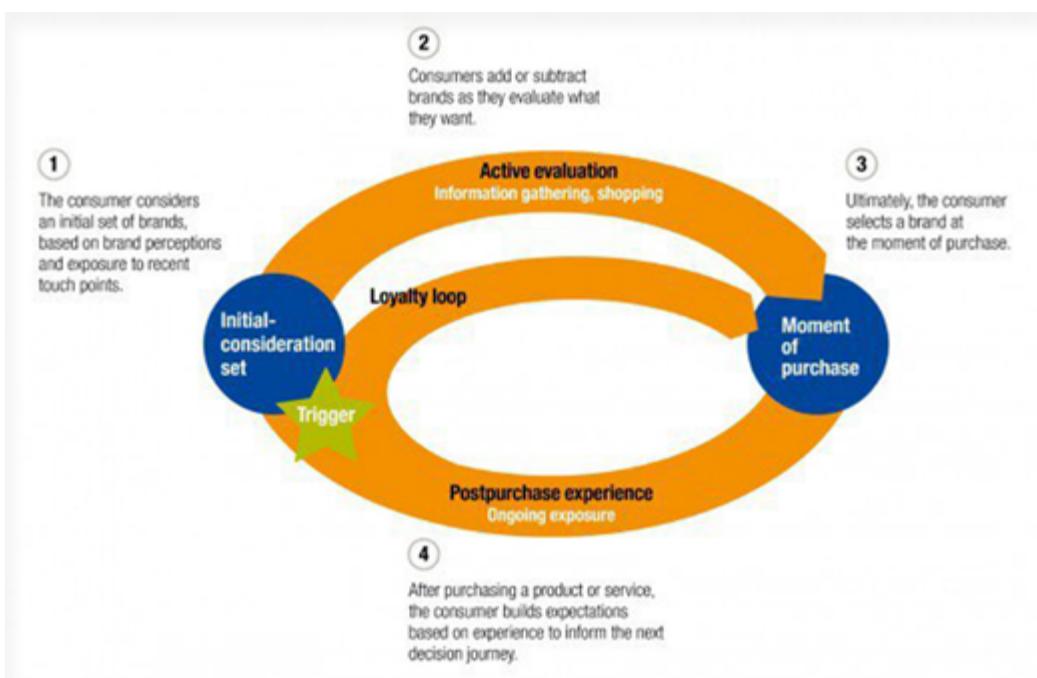
Model 4.

McKinsey's consumer decision journey

What is it?

Based on empirical research, in 2009, McKinsey & Company suggested a dramatic alternative to the traditional purchase funnel. Their research was founded on interviews with 20,000 businesses in the USA, Germany and Japan.

They recommended a loop model instead of the usual straight line approach from awareness, purchase and loyalty. This was a dramatic change although many companies are still, many years later, working on the usual linear approach in a non-linear world. This is one of the most widely referenced digital marketing models mentioned by brands and agencies, so we use it to start this section. It has spawned many imitators including Google's ZMOT which mention at the end of this section.



What is it? McKinsey's consumer decision journey

A model to review the online customer journey from consideration to purchase.

How can I use this model?

This model is still used by McKinsey & Company and in 2011, one of their team, David Edelman suggested specific actions to achieve the moment of purchase. Reviewing each stage within the loop enables companies to better understand where there may be gaps and lost sales opportunities.

Align – be part of the initial consideration

Ensure the business is aligned to the customers. Fish where there are fish! No point using Facebook if customers don't use this channel. One of the challenges is that business to

business (B2) often feel the need to establish a Facebook channel even if their customers don't use it.

Looking at two examples where businesses are using Facebook. Firstly a UK retail bank, Lloyds Bank. It's difficult to see a reason why you might 'like' a bank's page unless you want to complain. Unhappy customers seem to be the main people on this page and the page has fewer than 100,000 users although it's a nationally-recognised brand.



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It's a similar story with another UK retail financial institution, NatWest Bank. Although it has a larger customer base with around 7.5 million customers, its Facebook fans are still relatively small at just over 300,000. The question is whether this really matters as the bank has all their email and other contact details.



Contrasting that with a UK supermarket, Asda which has over 1 million fans, but may not have all their contact details. Weekly shoppers who pay with cash and don't share details, may be a better group to establish relationships with via Facebook.



In the UK, the major supermarkets have been surprised by the growth of the 'discounters', the supermarkets selling non-branded goods, with less customer service and believed 'our customers would never shop there' but they have and continue to do so. A German discount-model supermarket, Lidl, has significantly fewer stores than Asda, much smaller marketing budgets and yet has nearly 1.5 million fans on Facebook.



That alignment where the consumer considers an initial set of brands before they start actively gathering information is critical, but must also be relevant. I'm not sure I would look for information about banks on Facebook, but I have friends who like recipes, helpful hints and other advice from supermarkets.

If your business needs a Facebook presence to ensure brand defence, ensure its purpose is clear. If it is about customer service, be explicit, say we're here to help 24/7 or re-direct to where help can be found.

Link – integrate all aspects of the brand

Many companies understand the nature of branding better and the need for consistency in terms of promotion and identity. The one area where it can go wrong, is in staff messaging.

Don't you hate it when you have purchased from a company several time and there's one offer on Facebook, a different promotion elsewhere and they forgot to tell you? This element ensures consistency which is a key theme through all digital marketing as customers will soon share errors or omissions.

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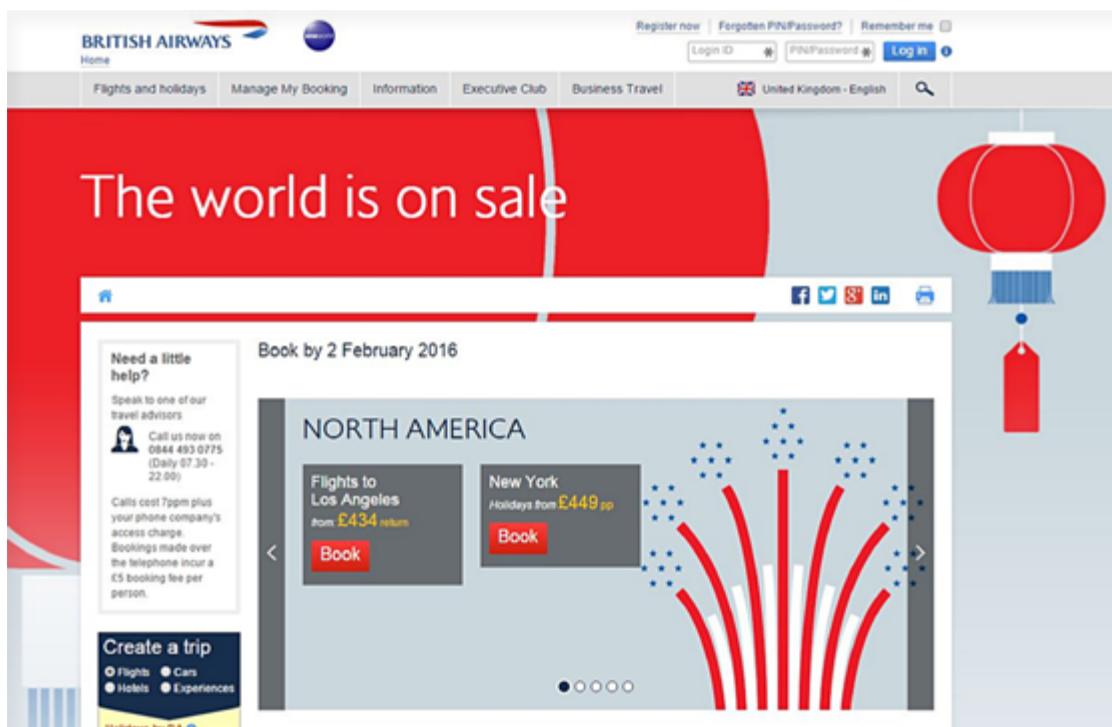
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One of Europe's leading airlines, British Airways has an inconsistent approach across its online channels. Its website page currently shows a sale, but this does not appear on its Facebook or Twitter pages.

This is the web page showing offers that are available.



The Facebook page, accessed on the same day, does not mention the offers and shows a standard header photo.



The Twitter page shows a different header photo and again does not mention the offers.

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This lack of linking usually occurs when different teams work on different aspects of the business and there is little or no shared information. It would be imagined that the first place for offers might be Facebook, where customers 'like' the page and stay up to date. However, it may be that company policy states that the website, which is the one online area controlled by the company and is not subject to changes in social media rules, is therefore the first place to find the best deals.

Lock - Find ways to retain customers' interest

Retaining and "locking customers in" to ensure your company is front of mind, or the first to search, may include moving outside social spaces and running competitions or offers to capture data such as email addresses. This takes the conversation from one to many to one to one.

The lock concept has been developed by many companies when they provide loyalty cards. Using the data can show when customers buy, their spend (your share of the wallet) and favourite items which can lead to timely and relevant offers. Starbucks often send their customers who have registered a top-up card (these became more popular when the Apple watch was launched) offers and it seems these occur when there has been no visit in a two-week period.



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Finding ways to 'lock-in' customers or as Danyl Bosomworth says in his post "[Your customer's purchase journey has changed – has your marketing?](#)" to 'earn' customer loyalty is about constant reminding customers of the company as well as providing a sufficient incentive to encourage re-purchase.

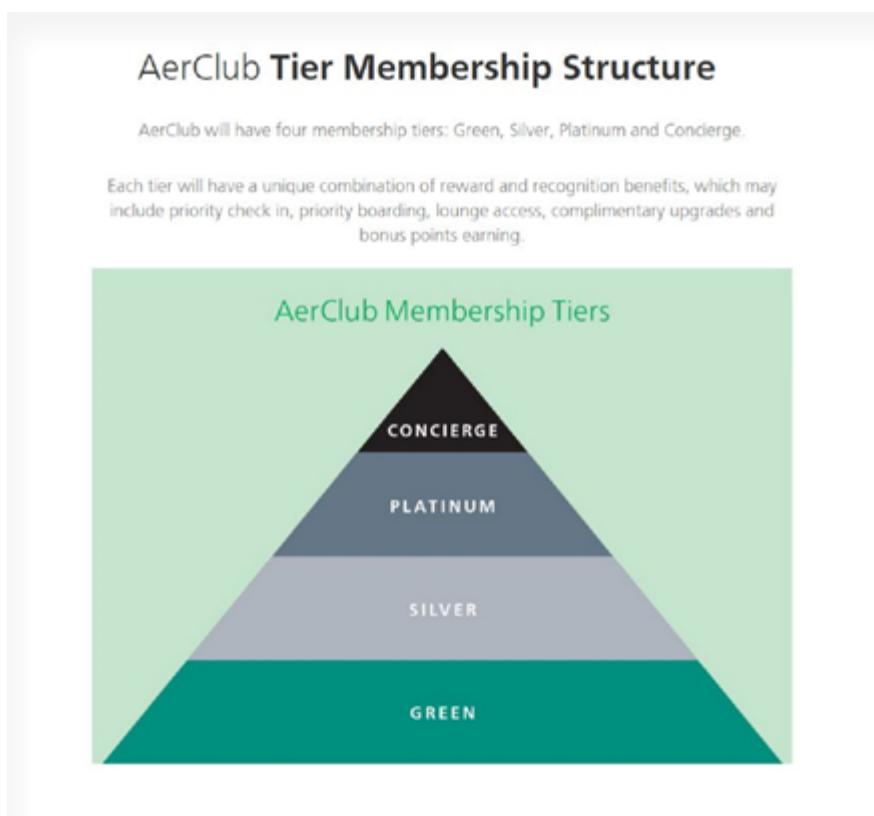
Non-registered customers may decide to register and share their data which can help to build your database and gather more appropriate and relevant customer data, ensuring that messages are more meaningful.

Loop - Explore ways to build advocacy

To always be front of mind and ensure customers think of you when they require that product or service is a challenge and this is the element that McKinsey refer to as the loop element. McKinsey quote Amazon as the company that has best achieved this. However, this is why companies build apps, it makes the entire purchasing and re-purchasing process easier. Amazon has an app, a one-click purchase path and has removed every obstacle in the way of the buyer.

Ignoring the investment and time required to build an app, the challenge in creating apps is that many customers have many apps. How many apps are on your mobile? The app requires greater functionality, more value or usefulness to ensure it is used by customers.

Other organisations develop complex loyalty schemes. As an example, the Irish airline, Aer Lingus, has created a new loyalty programme. They have stated the membership levels and the aim is to ensure their customers stay in their loop, building rewards to gain promoting to the next level. As air travel has become more stressful, they have identified specific benefits which reduce the hassle and encourage frequent flyers to think of Aer Lingus first. Whilst this is a common model used across most airlines, this particular programme seems to provide greater transparency.



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Use this template to review your business and identify opportunities to improve the customer journey from consideration to purchase.

Element	What this means	Your current offer	How your business could develop this further
Align	Be part of the initial consideration		
Link	Integrate all aspects of the brand		
Lock	Find ways to retain customers' interest		
Loop	Explore ways to build advocacy		

What to watch for

The model is focused on an end to end purchase in consumer markets and may be less applicable in the business to business arena where there is a much larger or longer purchasing sequence.

A similar model is [Google's ZMOT model](#) which is particularly relevant to retail purchases. It's explained in this article and we also have an [infographic combining the ZMOT and McKinsey models](#).

Original Source

Court, D., Elzinga, D., Mulder, S. and Vetvik, O. J. (2009) The consumer decision journey. McKinsey Quarterly [online] Available from http://www.mckinsey.com/insights/marketing_sales/the_consumer_decision_journey

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Model 5.

6Cs of online customer motivation

What is it?

The 6Cs of motivation is a recognised tool used in higher education and looks at ways to improve classroom motivation and student participation. In 2004 Dave Chaffey suggested the 6Cs of customer motivation in a world where the online offer was developing. The aim was that a model of customer motivation would help define the [Online Value Proposition](#).



What is it? 6Cs of customer motivation

A useful marketing planning model for defining the value proposition for your website or online community to help communicate the benefits of the digital brand.

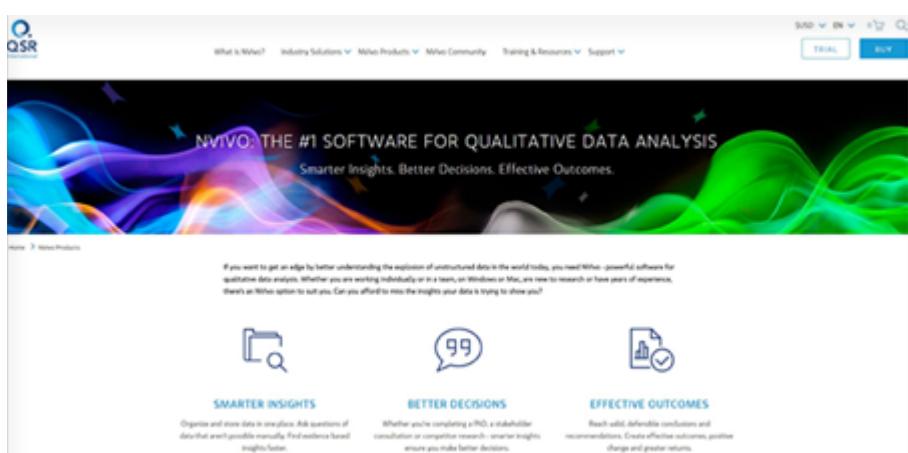
How can I use this model?

The 6Cs provide clarity when building or refining a website. You can use the template below to assess the benefits a website and online services offers online audiences, as well as those of your competitors.

6Cs	Customer benefits provided by online channels	Your business / Your competitors
Content	<p>'Right content' including more detailed product or service information or value-adding content</p> <p>'Right context' of content for the site visit</p> <p>'Right media' including interactive services and tools and video</p>	
Customisation	Personalisation of content or products to individuals or groups	
Community	Customer forums such as for troubleshooting or exchanging tips	
Convenience	<p>24/7 availability</p> <p>Turnaround time</p> <p>After sales service</p> <p>Refund Guarantee</p>	
Cost Reduction	<p>Informed perception of lower-cost - no middle man</p> <p>Online exclusive pricing</p>	
Choice	<p>Broader range of products / services</p> <p>Additional methods of payment</p> <p>Flexible delivery including 'on-demand' options for digital content</p> <p>Ease of return</p>	



Looking at an example, I am considering buying some data analysis software and searches take me to the QSR website:



Content

The QSR website seems to contain the right content and the right context “The #1 software for ...’ The media used includes a strong visual image with additional icons which are clear and simple to understand.

Customisation

Personalisation according to individuals or groups is not clear on this site. It may be that I need to delve deeper to experience customisation.

Community

QSR promotes its community spaces on a dedicated page which include options to join as a beta tester ‘to learn about and test new features in advance’.

The screenshot shows the 'JOIN THE NVIVO COMMUNITY' section of the NVivo website. It features a large blue button with white text. Below it, a sub-section titled 'Connect with researchers like you' is visible. Further down, there's a call to action for joining the community, followed by sections for 'The NVivo Blog', 'Get Social', 'Access the Forum', and 'Influence the Future of NVivo'. Each section contains descriptive text and links to specific pages.

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Convenience

The software is available for immediate download as well as the option of a free trial.

The screenshot displays a grid of five download options for NVivo. Each option consists of a 'LEARN MORE' button at the top, followed by a 'FREE TRIAL' button, and then a 'BUY' button below. At the bottom of the page, there is a black banner with white text encouraging users to view a feature comparison, accompanied by a 'LEARN MORE' button.

This provides 24/7 availability and the trial is the initial guarantee. After sales service is provided via 'Support' and the community space.

Cost Reduction

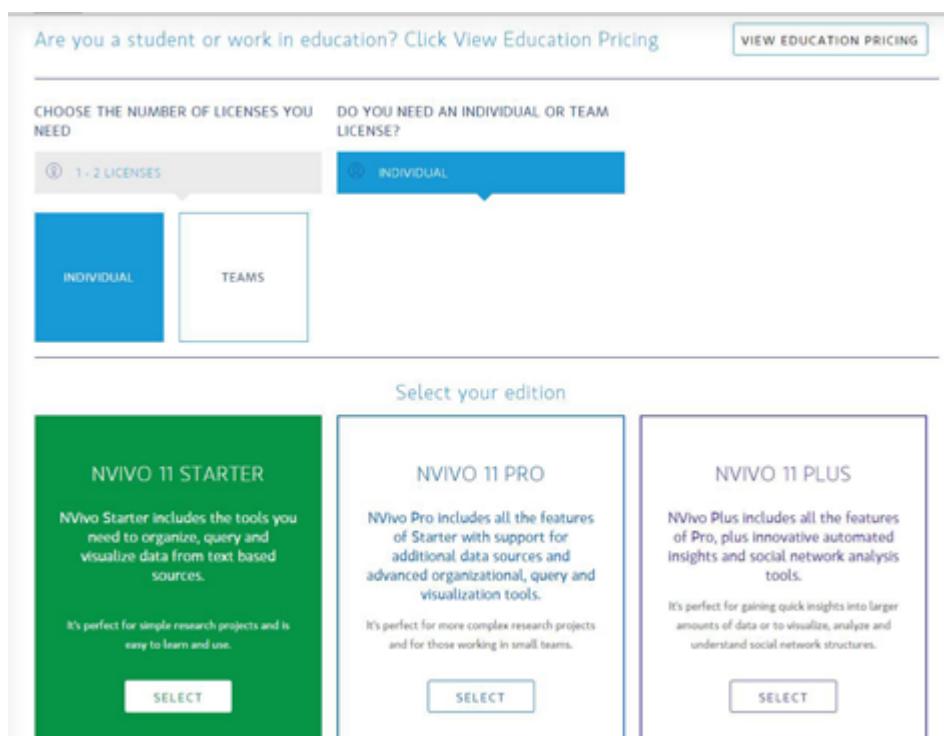
The element considers the informed perception of lower-cost, as there is no middle man and with an online store, costs may be lower. For this software it is not entirely relevant, as it cannot be purchased elsewhere.

The concept of cost reduction is an issue where a product is available from several places and if the only perceived difference is the price, customers may seek the goods elsewhere.

This is a major issue in the 'grey market' where larger retailers or wholesalers buy goods and sell for less than the recommended retail price. It is also an issue where fake goods are sold via online marketplaces. Customers see such a great price difference, without realising the items may be copies.

Choice

The QSR website provides choices and helps the customer decide which product is right for them with 'click here' boxes.



What to watch for

If the product or service is not available in other locations or through third parties, the cost reduction element may not be relevant.

Original Source

Chaffey, D. (2004). E-Business and E-Commerce Management. Pearson Education UK, Harlow. (This book was republished every 3 years since this time, now named Digital Business and E-commerce management).

Model 6.

Hofackers 5 Stages of information processing

What is it?

Professor Charles Hofacker originally created the 5 stages of information processing in his book 'Internet Marketing' originally published in 2000. It was intended to help marketers and advertisers consider how well their websites and adverts/promo panels communicated value to website visitors. The book explained how web browsers work (can you imagine reading an article on how Chrome or Firefox work today?) for an audience that was new to the Internet.

His 5 stages of information processing are still relevant today to make communications effective on websites and apps:

Stage	Explanation
Exposure	Ensuring the web visitor is exposed to the website for long enough to absorb the content or the ad. Within online advertising today, this is measured and media traded based on the concept now known as "Viewability"
Attention	Physical factors such as movement and intensity that attract attention when visitors are on a website.
Comprehension and perception	How well visitors understand on-page content including ads.
Yielding and acceptance	Ensuring the web visitors accept (believe, trust) your information to get the visitor to stay on your site or proceed to the next step.
Retention	Getting visitors to remember key messages and encouraging return to your website.

Today this would form part of the digital user experience (UX) and applies to websites, apps and online ads.

What is it? Hofacker's 5 Stages

A useful framework to use when building online communities, planning web development and / or creating online adverts.

How can I use this model?

Use Hofacker's 5 stages as a checklist when planning, creating and testing online ads, as well as reviewing websites.

Exposure

Ensure that critical elements on the website are located 'high and early' on the website. Consider using CPM (cost per thousand impressions) adverts or call to action adverts, instead of pay per click. These advertising formats provide greater potential brand awareness and as a result, potentially greater exposure to your target audience.



Attention

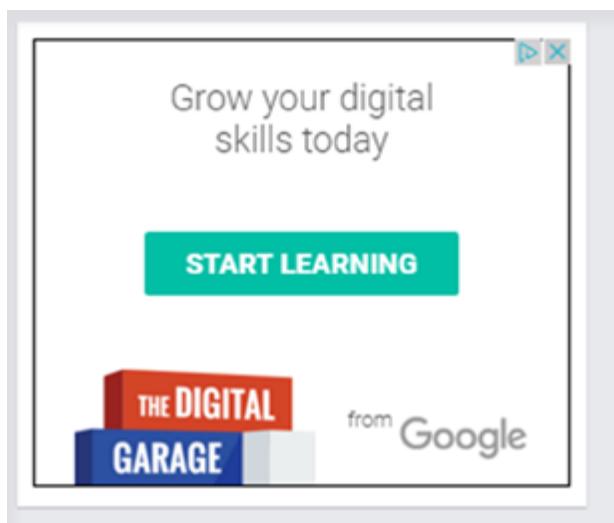
It is easier to gain attention from the web visitor with the collection of data across many social media websites. Personalised banner adverts on social media websites such as LinkedIn and Facebook gain greater attention due to their relevance and context.

Carefully consider the headline used to gain maximum attention.

For example, this one line ad at the top of the LinkedIn page. Well, it knows my gender, but framing a question like this creates curiosity.

[Are You A Female VP? - Apply Now To See If You Qualify For The Who's Who of Professional Women!](#)

Research into online interactivity demonstrates that there is greater engagement if adverts have more interactivity. This is evidenced by the growth in video adverts, also seen on LinkedIn:



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Comprehension and perception

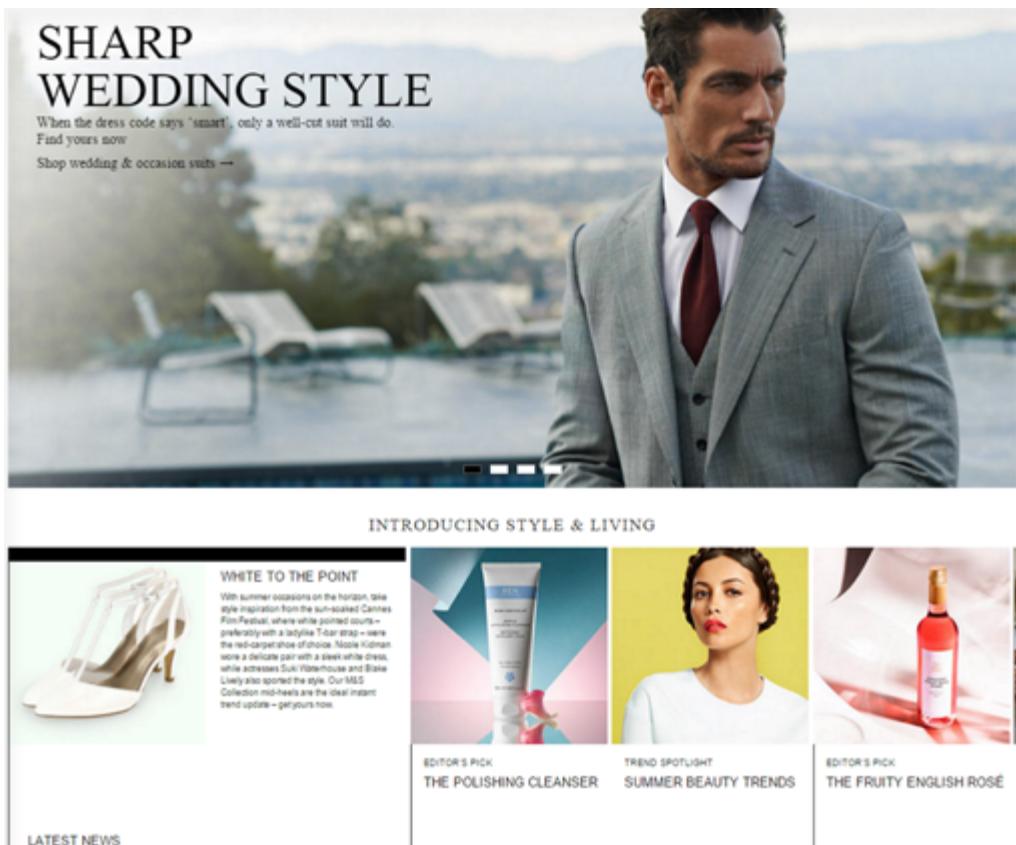
Web visitors need to easily find their way around a website. Hofacker describes the use of a site map which is now commonplace, as well as visitors navigating around a website which could be achieved by a breadcrumb trail.

Ensuring the website is intuitive and the 'don't make me think' principle is applied so that web visitors can easily understand and take in the relevant information is key. This enables visitors to browse a website and become absorbed into the pages, getting closer to the next step.

Yielding and acceptance

Websites and adverts need to provide clarity. A complicated advert is unlikely to get click-throughs as the viewer has to process too much information. With seconds to make an impact and to gain acceptance from the visitor.

In 2014 a UK retailer changed its website. Moving from a tried and trusted platform to a new design focused site.



The challenge with this website is that it was so design and content focused, that there was no navigation bar. The aim was for customers to visit and think of it as a magazine and browse through the 'collections' and the 'edits'. This didn't work and as the web team (or those directing the web team) made product findability so difficult, customers didn't know where to shop. Added to this, the login details changed which meant customers needed new passwords but weren't aware of this.

The impact of this website lacking comprehension resulted in a decrease of over 8% in online purchases across a quarter. At a lively shareholders meeting, the chief exec commented that the website had had "an impact on sales". A navigation bar has since been added.

Retention

Hofacker discussed retention at a time when retargeting previous site visitors or ad viewers was only starting to develop. Today, recalling websites can now be automated via a range of options including:

- 'Follow me' marketing or ad retargeting
- Abandoned basket emails
- Retaining goods in a basket up to 5 days later.

These tools keep specific websites front of mind when a visitor has explored products and services without making a purchase or finalising the call to action which could include downloading information or subscribing for a newsletter.

Recommended resource Smart Insights Retargeting guide

Our Expert members [Ad Retargeting guide](#) and online learning topic reviews the main options for retargeting to boost conversion



Additionally, a key element of recall is being easily able to find a website which can be achieved with a good retargeting or remarketing strategy. Many companies bid on their own brand names in pay per click campaigns, partly to capture relevant traffic and also as part of a wider brand strategy.

What to watch for

Hofacker's 5 sources has become a popular online model, probably in the absence or knowledge of other models. It is dated and potentially has limited use as many of the elements factored into the model, such as the use of site maps and the concept of breadcrumb trails, are now 'standard'. However this is a good starting point to ensure a website provides basic functionality and that ads will be understood by potential customers.

Original Source

Hofacker, C. F. (2001). Internet marketing. 3rd ed. New York: John Wiley & Son.

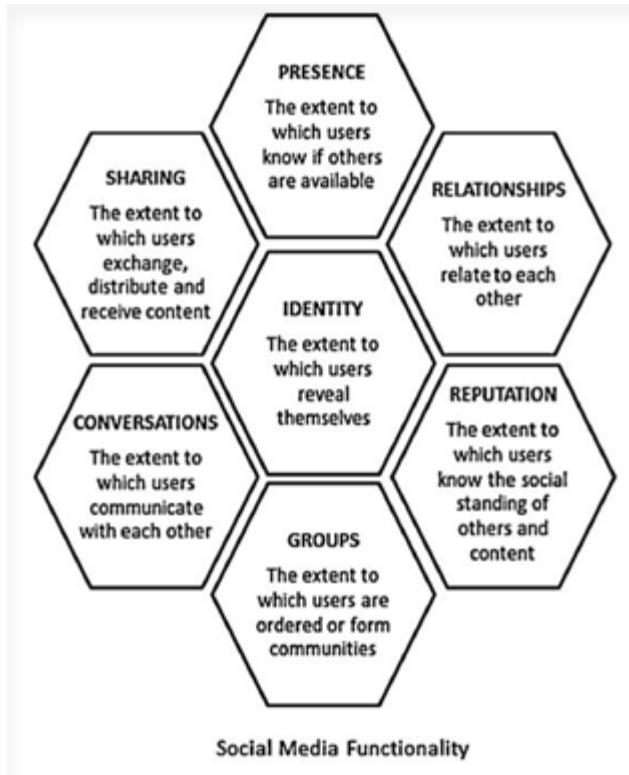


Model 7.

The Honeycomb Model

What is it?

A group of professors from Canada; Jan Kietzmann, Kristopher Hermkens and Ian McCarthy created the Honeycomb Model to review social media effectiveness, looking at reasons why users engage with social media in 2011 and 2012.



The honeycomb framework consists of seven building blocks and companies can select which are relevant for their needs, based on this, they can develop their social media strategy.

What is it? The Honeycomb Model

A framework to define the effectiveness of social media usage for organisations.

How can I use this model?

Kietzmann, Hermkens and McCarthy suggest companies can pick and mix which building blocks are important for their business. Looking at each of these in turn, you can decide what matters to your business.

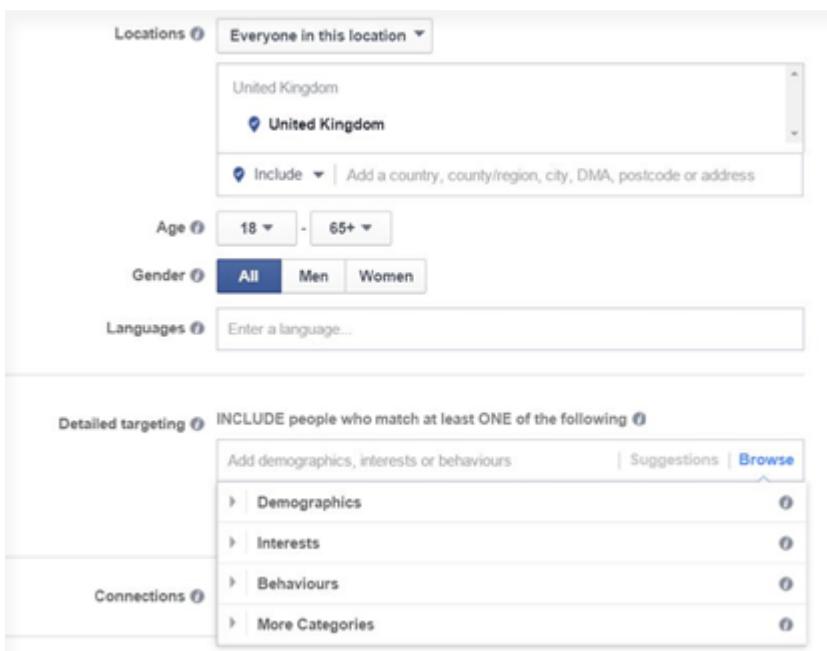
Identity

Data privacy controls and tools for user self-promotion has been a major issue in Facebook with its 'real names policy'. In some cases, people with real names that are the same as well-known people (such as an English girl called Kate Middleton who wasn't married to

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a Prince) had their Facebook profiles frozen until they could verify their identity. Yet within Twitter, many people use nicknames as the 15 character limit for names doesn't always provide sufficient space for a real name, plus several people prefer to be known by their nickname.

Elements of identity are important when companies are seeking to advertise. Facebook advertising is based on the location, age, gender and more. This depends on the Facebook members being honest about their details.



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It is also dependent upon individuals registering their interests either directly or indirectly by liking various pages.

Presence

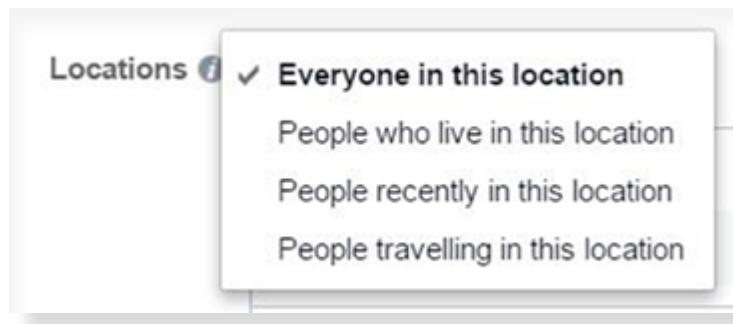
This element is about 'creating and managing the reality, intimacy and immediacy of the context' which other researchers describe as the ability to see and transverse connections.

For example, my LinkedIn profile shares all my connections with each other. Some people limit the ability to see others' connections and keep their contacts hidden, or only share their mutual connections. In your Facebook settings you might set your privacy detail to hide all your friends from casual browsers, or share with 'friends of friends'.

In the same way, a company might want to access 'friends of this page' on the assumption that 'friends in common' have interests in common.

Location-based social media networks such as Foursquare and its derivative Swarm, depend upon users 'checking-in' to provide offers to those in the immediate location. Their business is founded on the concept of presence.

This is an aspect of marketing which Facebook has recently started to develop, offering advertisers the option to target everyone in the specific location or simply people who live there (people often add their home location) or people recently in that location (which could include people travelling for holidays or visiting friends) as well as people travelling in this location, which is based on their GPS being enabled, so that Facebook can see that they are there.



Relationships

Mark Granovetter explained in 1973, why LinkedIn needed to exist and it was focused on the strength of weak ties. Research says that we are inclined to help a connection on LinkedIn more than a family member. With a family member you know their weaknesses in more detail!

The relationships element of the honeycomb model is about 'managing the structural and flow properties in a network of relationships'. Effectively this concerns the way users are related to one another. The first mainstream social network wasn't Facebook, but was Six Degrees (think of the college game 'six degrees of separation') and this launched in 1996 but there weren't enough people online to sustain the network and it subsequently closed in 2001.

Companies may seek to create their own online network and may decide how much or how little information they require to facilitate membership. In some cases the membership may require additional validation in others it may be a simple sign-up process.

In some social media networks relationships are key, such as Facebook. In others, like Twitter, they are less critical.

If I register for an Amazon account they capture some of my details, but do not ask me for a list of my friends. If I register for LinkedIn, they want to interrogate my email database to see who else I know may already be a member, to connect us both via the network.



For businesses, there is a need to understand if this is essential data or not. This depends upon the overall business strategy and whether relationships are needed to get the platform to function.

Reputation

This is about 'monitoring the strength, passion, sentiment, and reach of users and brands'. Many social networks build this in via endorsements, recommendations, volume of followers and fans. For businesses this is often translated into recommendations and reviews. The all-common five star rating or four-button scale is popular within the travel industry, as this example shows, seeking a review from a genuine traveller.

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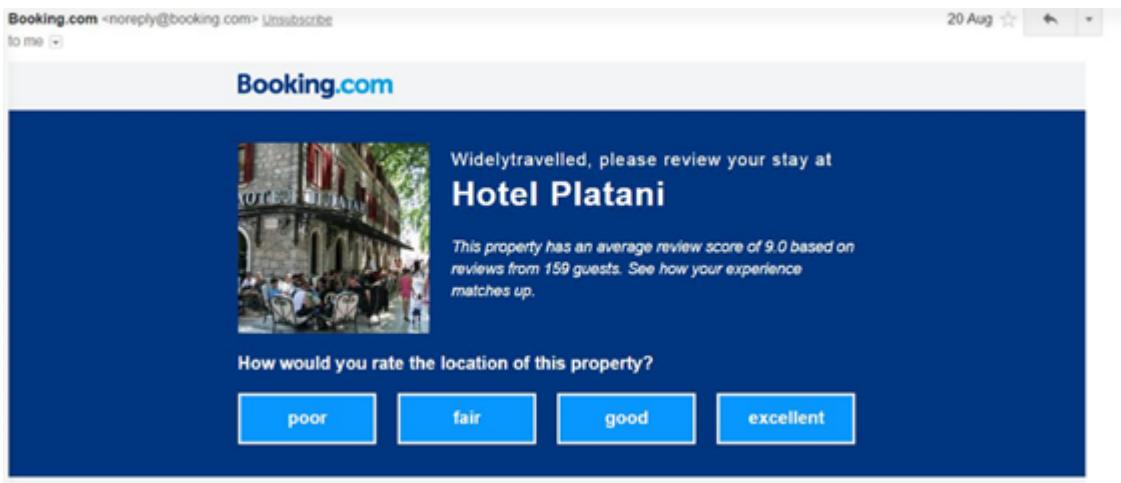
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Reputation matters in YouTube where advertisers are paid based on how many views and for how long. Pinterest also considers the number of pins that have been 're-pinned'. As metrics moved into social media an associated critical element has become the ubiquitous aspect of reputation management.

Groups

Membership rules and protocols are the block within groups. For companies this is whether users can form communities. Some organisations, such as RS Components have created their own membership group which enables engineers to add and share content.



To become a contributor, new users need to register. The registration process is fairly lengthy to ensure the integrity of the community.

Register for DesignSpark

Your username is the name that will be displayed to all members. It cannot be changed later.

Username *	Email address *
<input type="text"/>	<input type="text"/>
Password *	<input type="password"/>
Personal Details	
Title	First Name *
<input type="text"/>	<input type="text"/>
Family Name	Address
<input type="text"/>	<input type="text"/>
Postcode	Company Name
<input type="text"/>	<input type="text"/>
Websites and Social Media	
Company Website	Personal Website
<input type="text"/>	<input type="text"/>
Twitter Account (include @)	Other Website
<input type="text"/>	<input type="text"/>
A picture of yourself	LinkedIn Public Profile link

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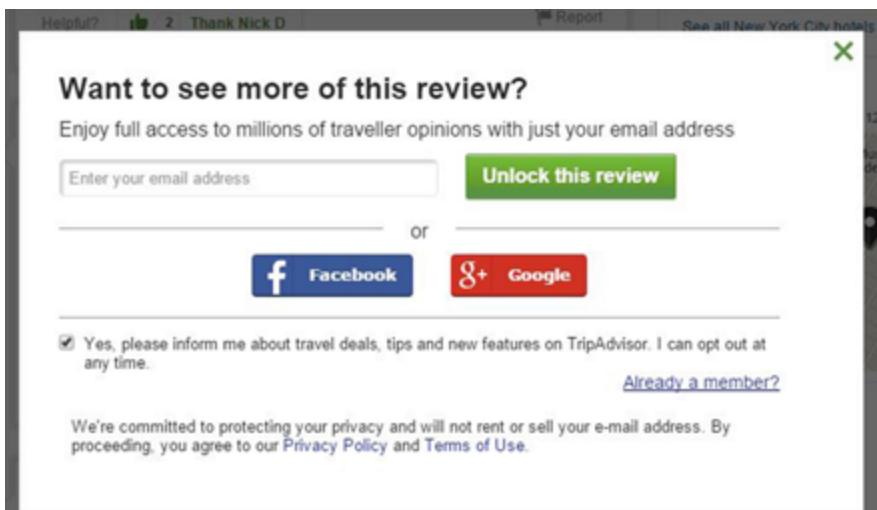
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Whether groups are or are not relevant to a company depends on the type of company and its product offer. For RS Components it was a great way to share and learn, although this may not work for a regular retail store.

Conversations

Kietzmann and the team discussed ‘conversation velocity, and the risks of starting and joining’. In some places such as Facebook and Twitter there are many conversations. Twitter provides the option, when re-tweeting, of adding extra comments and subsequently developing the conversation.

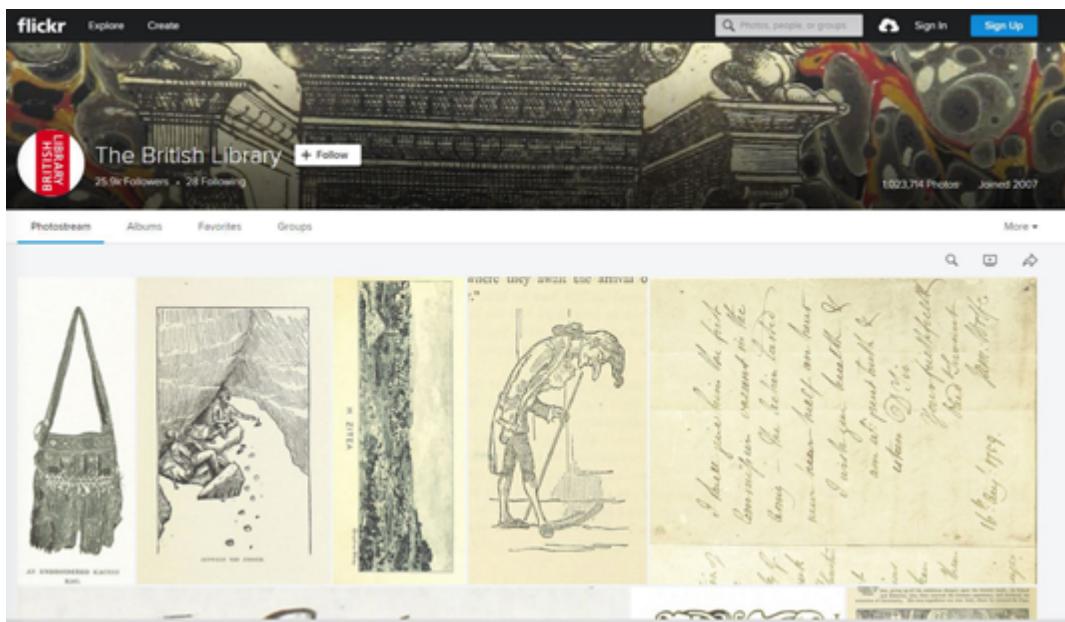
Other social media networks, such as TripAdvisor® has a challenge with many ‘lurkers’; those reading the reviews, but neither contributing to the conversation nor joining the group. In order to capture their details, TripAdvisor® has started to show partial reviews only and for more detail, there is a requirement to register, to be part of the group to access the conversation.



Sharing

Sharing is defined as being about 'content management system and social graph'. There are several examples of social sharing, from crowdsourcing websites to group buying deals. Kietzmann and the others said it was essential "to evaluate what objects of sociality their users have in common" and "the degree to which the object can or should be shared."

The UK's British Library, the central repository for all books in the UK, realised it had over one million images and to share these, they worked on a project with Microsoft to scan and add to Flickr. The next challenge was cataloguing all images and they invited people to go ahead and catalogue, adding relevant tags. This has enabled a vast number of ancient images to be shared with a new audience and for some members of the audience to be involved in a way that was not possible without the social media network. In this case they realised their users wanted access to the images but it wasn't possible and the digitisation made this a reality.



YouTube is a network based on users sharing video and with over a billion users, it is clearly meeting the criteria of 'content in common' as well as making the sharing mechanism simple.

To assess how your organisation can either work within existing social media networks or create your own community, use this template to assess what is critical to your organisation.

Building block	Implications for organisations	What matters to your organisation
Identity	Data privacy controls and tools for user self-promotion	
Presence	Creating and managing the reality, intimacy and immediacy of the context	
Relationships	Managing the structural and flow properties in a network of relationships	
Reputation	Monitoring the strength, passion, sentiment, and reach of users and brands	

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Building block	Implications for organisations	What matters to your organisation
Groups	Membership rules and protocols	
Conversations	Conversation velocity, and the risks of starting and joining	
Sharing	Content management system and social graph	

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What to watch for

The Honeycomb model is a great framework for considering social media networks but it is not a decision tree and therefore the final decision as to ‘which network should we select?’, still needs to be taken within the organisation.

Original Source

Kietzmann, J. H., Hermkens, K., McCarthy, I. P. and Silvestre, B. S. (2011) ‘Social media? Get serious! Understanding the functional building blocks of social media’, *Business Horizons*. ‘Kelley School of Business, Indiana University’, 54(3), pp. 241–251. doi: 10.1016/j.bushor.2011.01.005.

See also:

Kietzmann, J. H., Silvestre, B. S., McCarthy, I. P. and Pitt, L. F. (2012) ‘Special Issue Paper Unpacking the social media phenomenon: towards a research agenda’, *Journal of Public Affairs*, 12(2), pp. 109–119. doi: 10.1002/pa.

Model 8.

The Technology Acceptance Model

Model 8

Model 9

Model 10

What is it?

The Technology Acceptance Model (TAM) is largely credited to Fred Davis in 1989, when he was part of the Computer and Information Systems, Graduate School of Business Administration at the University of Michigan in the US. This was at a time when computers were being introduced into the workplace and Davis was looking for a way to predict and explain system use both for vendors and IT managers.

TAM was designed to measure the adoption of new technology based on positive attitudes towards two measures:

- Perceived usefulness
- Perceived ease of use

Its foundations lie further back in time when Ajzen and Fishbein (1980) developed the 'Theory of Reasoned Action', but Davis wanted an easier to use model, to look at technology at work. Recognised as a leading model in explaining users' behaviour towards technology, many researchers have subsequently developed and extended this model, creating more complicated versions, but the original model is still used and widely recognised.

This model was a forerunner of measuring user experience and the questions applied in the original study are still valid today.

What is it? Technology Acceptance Model

A model to test adoption of new technology based on positive attitudes towards client benefit and user experience.

How can I use this model?

Many businesses are developing apps, creating online portals and extending their websites to incorporate 'login' areas. The TAM is an ideal tool to test with a small group, before making major investments and rolling out a system which may not be adopted.

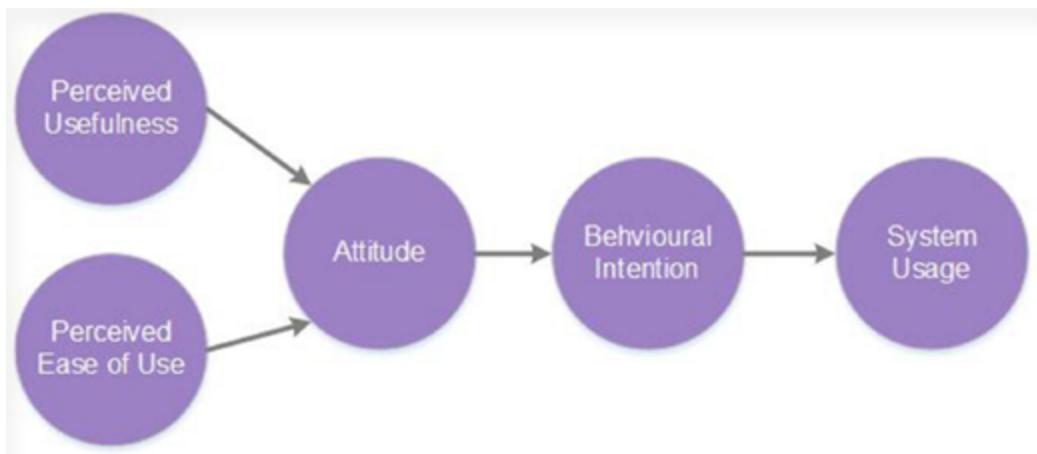
Perceived Usefulness (PU)

People accept or reject different technologies and Davis' research explained that people will use an application that they feel will help them perform their job better. This was named 'perceived usefulness' and was originally suggested by other researchers.

Perceived Ease of Use (PEOU)

At the same time, Davis stated, if the application is too difficult to use, the benefits may be outweighed by the effort of using the application. This was called 'perceived ease of use'.

The model considers attributes for each item and this indicates attitude, behavioural intention and from this the likely system usage. It requires some statistical input to take the model through to the final conclusion.



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Perceived Usefulness (PU)

In Davis' original work, he looked at email (electronic mail) and within the PU scale he asked 14 questions to understand the usefulness, within a work context, for the individual. You need to remember that this was at a time when email was not widely available and at this time, some people were still keen to use traditional postal mail!

The items in boldface are the essence of the question. These questions could be adapted for your technology project.

1. My **job** would be **difficult** to perform **without** electronic mail.
2. Using electronic mail gives me greater **control over my work**.
3. Using electronic mail improves my **job performance**.
4. The electronic mail system **addresses my job-related needs**.
5. Using electronic mail **saves me time**.
6. Electronic mail enables me to accomplish tasks **more quickly**.
7. Electronic mail supports **critical aspects of my job**.
8. Using electronic mail allows me to **accomplish more work** than would otherwise be possible.
9. Using electronic mail **reduces the time** I spend on unproductive activities.
10. Using electronic mail enhances my **effectiveness** on the job.
11. Using electronic mail improves the **quality of the work** I do.
12. Using electronic mail increases my **productivity**.
13. Using electronic mail makes it **easier to do my job**.
14. Overall, I find the electronic mail system **useful in my job**.

These questions were measured on a scale of likely to unlikely:



Perceived Ease Of Use (PEOU)

The same scale was used to address these questions and again, those in boldface could be re-used for your project.

1. I often become **confused** when I use the electronic mail system.
2. I make **errors** frequently when using electronic mail.
3. Interacting with the electronic mail system is often **frustrating**.
4. I need to consult the user **manual** often when using electronic mail.
5. Interacting with the electronic mail system requires a lot of my **mental effort**.
6. I find it easy to **recover from errors** encountered while using electronic mail.
7. The electronic mail system is **rigid and inflexible** to interact with.
8. I find it easy to get the electronic mail system **to do what I want it to do**.
9. The electronic mail system often behaves in **unexpected** ways.
10. I find it **cumbersome** to use the electronic mail system.
11. My interaction with the electronic mail system is **easy for me to understand**.
12. It is easy for me to **remember** how to perform tasks using the electronic mail system,
13. The electronic mail system provides **helpful guidance** in performing tasks.
14. Overall, I find the electronic mail system **easy to use**.

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The answers are added to a statistical programme to provide robust feedback on the attitude, behavioural intention and system usage.

Looking at Google+ which seems not to have worked as intended. Thinking of this as a business tool with its hangouts, circles and updates. If we apply these questions, what would your answers be?

Perceived Usefulness (PU)	Perceived Ease Of Use (PEOU)
1. My job would be difficult to perform without Google+.	1. I often become confused when I use Google+.
2. Using Google+ gives me greater control over my work .	2. I make errors frequently when using Google+.
3. Using Google+ improves my job performance .	3. Interacting with Google+ is often frustrating .
4. Google+ addresses my job-related needs .	4. I need to consult the user manual often when using Google+.
5. Using Google+ saves me time .	5. Interacting with Google+ requires a lot of my mental effort .
6. Google+ enables me to accomplish tasks more quickly .	6. I find it easy to recover from errors encountered while using Google+.
7. Google+ supports critical aspects of my job .	7. Google+ is rigid and inflexible to interact with.
8. Using Google+ allows me to accomplish more work than would otherwise be possible.	8. I find it easy to get Google+ to do what I want it to do .
9. Using Google+ reduces the time I spend on unproductive activities.	9. Google+ often behaves in unexpected ways.

Perceived Usefulness (PU)	Perceived Ease Of Use (PEOU)
10. Using Google+ enhances my effectiveness on the job.	10. I find it cumbersome to use Google+.
11. Using Google+ improves the quality of the work I do.	11. My interaction with Google+ is easy for me to understand .
12. Using Google+ increases my productivity .	12. It is easy for me to remember how to perform tasks using Google+.
13. Using Google+ makes it easier to do my job .	13. Google+ provides helpful guidance in performing tasks.
14. Overall, I find the Google+ system useful in my job .	14. Overall, I find Google+ easy to use .

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Based on your answers, would you launch Google+? Or would you adapt the offer?

Best Practice Tip 1 Consider applying the Technology Acceptance Model for your technology projects

The Technology Acceptance Model is a good foundation for creating a new web portal, especially in the B2B area. Many companies organise login areas for clients to enable online order processing. Using TAM ensures you can create a more useful and easier to use system than your competitors.

What to watch for

This model has been described as too simple 'they would say that wouldn't they?' However, it can be adapted and does not need to be followed strictly. The statistical analysis is great if you have access to statisticians. If not, work through the questions in a survey format.

Original Source

Davis, F. D (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. MIS Quarterly, September.

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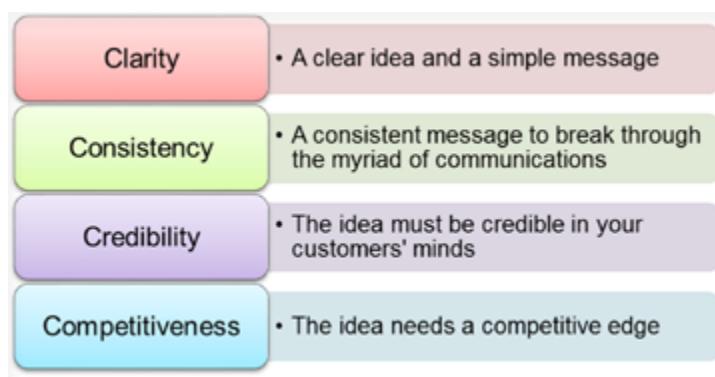
Model 9.

4Cs for marketing communications

What is it?

The 4Cs (Clarity, Credibility, Consistency, Competitiveness) is most often used in marketing communications and was created by David Jobber and John Fahy in their book 'Foundations of Marketing' (2009). Once a business has segmented its marketing and identified the target audience, the next stage is to position the business. To successfully achieve this, the 4Cs is a useful tool to create a positioning statement or to build an [online value proposition](#).

Looking at each of the 4Cs in more detail:



What is it? 4Cs for marketing communications

A useful marketing strategy model for developing your Online Value Proposition (OVP).

How can I use this model?

To understand how this works in practice, I've looked at four well-known companies and what's interesting is that their slogans all meet the rules of Clarity, Credibility and Consistency. The Competitiveness element is less clear. And I am not sure how you would convey competitiveness with luxury brands.

Company	Slogan	Clarity	Credibility	Consistency	Competitiveness
Nike	Just do it	Y	Y	Y	?
Apple	Think different	Y	Y	Y	?
Bose	We Believe Better Sound Makes Everything Better	Y	Y	Y	?
Harrods	There is only one Harrods	Y	Y	Y	?

Some UK supermarkets do address the Competitiveness element, for example:

- Morrisons' slogan is 'Love it cheaper'
- Sainsbury's slogan is 'Live well for less'

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It seems when the competitiveness element is included, it's about price, although it could also be about performance in B2B firms such as technology. Competitiveness is also about levels of customer service, such as Avis's slogan (until 2012) 'We try harder'.

What to watch for

It's a great model to use when developing a slogan or [online value proposition](#). Not all 4Cs will necessarily be used. It is essential that the slogan provides clarity (don't make me think) and is credible. If it's not credible, it won't work.

Original Source

Jobber, D. and Fahy, J. (2009). Foundations of marketing. 3rd ed. Published Maidenhead: McGraw-Hill Higher Education.

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RACE Digital Planning framework

What is it?

No guide to digital marketing models would be complete without the RACE Planning framework. If you haven't already discovered it on SmartInsights.com, the RACE mnemonic stands for Reach-Act-Convert-Engage.

RACE Planning is a practical tool focused on increasing the commercial returns from digital marketing across the RACE conversion funnel shown at the end of this section. It features an initial planning phase to create a strategy with defined Objectives and KPIs for evaluation. Best practices are then developed to manage and optimise communications in an integrated way across the many online and offline customer touchpoints that are involved when a consumer selects a product or service today.

What is it? RACE Digital Marketing Planning Framework

RACE™ Planning is a system developed by Smart Insights to help marketers to develop digital marketing plans focused on sales growth. The five areas of RACE planning are:

Plan – This is your overall strategy for digital marketing. Defining a strategy to integrate communications across different customer touchpoints is often forgotten. Planning involves setting goals, creating a coherent strategy to achieve them and putting in place evaluation tools in place to make sure you're on track.

Reach – Creating awareness of a brand through increasing the online visibility of its sites to drive site visitors. Increasing the online awareness of the brand across social media, publisher and partner sites through paid, owned and earned media.

Act – Encouraging interaction of prospects with a brand's content through desktop and mobile experiences, social media and partner sites so they become engaged leads.

Convert – Encouraging conversion to sale through online and, if relevant, offline channels.

Engage – Long-term engagement encouraging customers to buy again and to become advocates who recommend the brand and share its content.

Recommended resource 7 Steps digital strategy guide and workbook

The RACE framework is used to structure our [Digital Strategy Toolkit](#) and an interactive benchmark version is available in the members area where it links to free quick guides on all these topics containing links and stats.

How can I use this model?

The RACE model can be used to create a digital marketing plan and supporting dashboards and measures using Smart Insights Digital Strategy workbook for Expert members. Each aspect of RACE can then be continuously reviewed to improve performance through a 90 day plan for example as explained in outline in this table.

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RACE element	Aim	Sample KPIs
Reach	Build awareness across paid and earned media to drive awareness, preference and visits to owned media such as websites and company social pages.	Unique visitors and fans Audience share Revenue or goal value per visit Brand search volume and share of conversation
Act	Encourage audience to interact with brand on desktop and mobile and other online presences to generate leads.	Bounce rate Pages per visit Conversion to lead
Convert	Achieve conversion to sales and maximise average order value.	Conversion rate to sale Average order value Revenue and margin
Engage	Build customer and fan relationships through time to achieve retention goals and encourage sharing.	% active customers Customer satisfaction ratings Customer advocacy Repeat conversion rate

Best Practice Tip 2 Create a Success Map for each stage of RACE

The [Smart Insights Success Map](#) defines all of the main factors which affect lead and sale volume. For optimisation of marketing activities which have the biggest impact on commercial growth it's important to identify the levers which give the biggest improvements, so that time can be focused there.

What to watch for

When measures to review digital marketing effectiveness are defined, they often break the funnel down into three - from Acquisition to Conversion to Retention. Within RACE the conversion stage is broken down with separate KPIs for Act and Convert. This helps assess how well a brand is at engaging its visitors on its online presences - a notoriously difficult challenge since if Relevance and Engagement isn't delivered, visitors will leave immediately. Key measures are defined in the infographic below.

Original Source (see post for infographic detailing RACE)

Chaffey, D. (2010) [Introducing RACE = A practical framework to improve your digital marketing](#) [Online] Available from Smart Insights. [Accessed 18 September 2013].

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