

Social Media Marketing (Tuten)

Chapter 2 Strategic Planning with Social Media

2.1 Multiple Choice

1) Which of the following terms describes the process of identifying objectives to accomplish, deciding how to accomplish those objectives with specific strategies and tactics, implementing the actions that make the plan come to life, and measuring how well the plan met the objectives?

- A) concepting
- B) strategic planning
- C) ideation
- D) briefing
- E) positioning

Answer: B

Explanation: B) The process of strategic planning is three-tiered, beginning at the corporate level, then moving to the business level and lastly, moving to the functional areas of the organization, including marketing.

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Difficulty: Moderate

Learning Obj.: 1

Classification: Conceptual

2) The three tiers of strategic planning, in order from beginning to end, are:

- A) product level, promotion level, and distribution areas.
- B) business level, functional areas, and corporate level.
- C) promotion level, distribution areas, and product level.
- D) corporate level, business level, and functional areas.
- E) distribution areas, product level, and promotion level.

Answer: D

Explanation: D) Planners first identify their overall objectives (e.g., "raise consumer awareness of our brand by 10 percent in the next year") and then develop the specific tactics they will use to reach those goals (e.g., "increase our spending on print advertising in targeted publications by 15 percent this year").

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Difficulty: Moderate

Learning Obj.: 1

Classification: Conceptual

3) A(n) _____ is a written, formalized plan that details the product, pricing, distribution, and promotional strategies that will enable the brand in question to accomplish specific marketing objectives.

- A) strategic plan
- B) creative message strategy
- C) marketing plan
- D) integrated marketing communications plan
- E) positioning statement

Answer: C

Explanation: C) There is tremendous value in planning. Dumb luck and sweat takes you only so far. Planning ensures that an organization understands its markets and its competitors. It helps to ensure that organizations are aware of the changing marketplace environment.

Page Ref: 2-3

Difficulty: Moderate

Learning Obj.: 1

Classification: Conceptual

4) Which of the following represents a consequence of planning?

- A) An organization comes to understand its markets and its competitors.
- B) An organization becomes aware of the changing marketplace environment.
- C) Managers gain the ability to allocate limited resources using established priorities.
- D) Success becomes defined and measured.
- E) All of the above

Answer: E

Explanation: E) What's wrong with jumping right into the game? Why should we take the time to plan? Although it's tempting to just follow our instincts, it turns out there is tremendous value in planning. Dumb luck and sweat takes you only so far.

Page Ref: 2-3

Difficulty: Easy

Learning Obj.: 1

Classification: Conceptual

5) A(n) _____ provides in-depth detail on the execution of the (traditional) promotional portion of a brand's marketing plan.

- A) strategic plan
- B) creative message strategy
- C) marketing plan
- D) integrated marketing communications plan
- E) positioning statement

Answer: D

Explanation: D) An approach for developing an in-depth social media marketing strategy

Page Ref: 2-4

Difficulty: Moderate

Learning Obj.: 1

Classification: Conceptual

- 6) Which of the following represents a consequence of social media marketing maturity?
- A) Social media marketing activities are consistent with their marketing and marketing communications plans.
 - B) Social media marketing activities are capable of meeting specific marketing objectives.
 - C) Social media applications that start as one-time "experiments" often morph into more long-term and carefully thought-out communications pieces.
 - D) Social media promotions become integrated with the overall promotional campaigns in place to reach customers.
 - E) All of the above

Answer: E

Explanation: E) Although it seems everyone is talking about social media, it's one thing to claim you use social media and quite another to say you have a strategy that incorporates social media. Many marketers currently use social media marketing tactics without that level of maturity

Page Ref: 2-5

Difficulty: Easy

Learning Obj.: 2

AACSB Category: Communication Abilities

Classification: Conceptual

- 7) Which one of the following statements is TRUE?
- A) Most marketers currently use social media marketing tactics with a high level of maturity.
 - B) Most marketers currently use social media marketing tactics on a strategic level.
 - C) There are very few marketers that use social media marketing tactics in the trial phase.
 - D) There are many marketers that use social media marketing tactics in the trial phase.
 - E) There are very few marketers that use social marketing tactics in the first phase of the adoption cycle.

Answer: D

Explanation: D) A major study of marketers in both Europe and North America found huge differences in the level to which respondents use social media and integrate it with their other initiatives. Many still just experiment with baby steps (like creating a Facebook page) rather than include social media as a fundamental component of their marketing strategy.

Page Ref: 2-6

Difficulty: Moderate

Learning Obj.: 2

Classification: Critical Thinking

- 8) Which one of the following statements is TRUE?
- A) Most marketers currently use social media marketing tactics with a high level of maturity.
 - B) Most marketers currently use social media marketing tactics on a strategic level.
 - C) There are very few marketers that use social media marketing tactics in the trial phase.
 - D) There are very few marketers that use social marketing tactics in the first phase of the adoption cycle.
 - E) There are many marketers that use social marketing tactics in the first phase of the adoption cycle.

Answer: E

Explanation: E) A major study of marketers in both Europe and North America found huge differences in the level to which respondents use social media and integrate it with their other initiatives. Many still just experiment with baby steps (like creating a Facebook page) rather than include social media as a fundamental component of their marketing strategy.

Page Ref: 2-6

Difficulty: Moderate

Learning Obj.: 2

Classification: Critical Thinking

9) Which one of the following statements is FALSE?

- A) Most marketers have not yet integrated social media as a key component of the overall marketing plan.
- B) Most marketers currently use social media marketing tactics on a strategic level.
- C) There are many marketers that use social media marketing tactics without a high level of maturity.
- D) There are many marketers that use social media marketing tactics in the trial phase.
- E) There are many marketers that use social marketing tactics in the first phase of the adoption cycle.

Answer: B

Explanation: B) A major study of marketers in both Europe and North America found huge differences in the level to which respondents use social media and integrate it with their other initiatives. Many still just experiment with baby steps (like creating a Facebook page) rather than include social media as a fundamental component of their marketing strategy.

Page Ref: 2-6

Difficulty: Moderate

Learning Obj.: 2

Classification: Critical Thinking

10) Which of the following depicts an organization in the trial phase of the social media marketing maturity life cycle?

- A) experimenting with cool new social media ways to communicate
- B) planning social media marketing activities with clear objectives and metrics
- C) integrating social media as a key component of the organization's overall marketing plan
- D) thinking about social media activities in a more systematic way
- E) None of the above

Answer: A

Explanation: A) In these early days of adopting social media, most groups focus on learning to use a new form of communication and exploring the potential for social media as a venue.

Page Ref: 2-6

Difficulty: Moderate

Learning Obj.: 2

AACSB Category: Communication Abilities

Classification: Conceptual

11) Which of the following depicts an organization in the transition phase of the social media marketing maturity life cycle?

- A) experimenting with cool new social media ways to communicate
- B) planning social media marketing activities with clear objectives and metrics
- C) integrating social media as a key component of the organization's overall marketing plan
- D) thinking about social media activities in a more systematic way
- E) None of the above

Answer: D

Explanation: D) Marketing research firm Marketing Sherpa found in its 2010 Social Media Marketing Benchmarking Report that 40 percent of the organizations included in the study reported that their social media activities resided in the transition phase. Thirty-three percent acknowledged they were experimenting in the trial phase, and 23 percent were advancing, learning and adapting towards the strategic phase.

Page Ref: 2-6

Difficulty: Moderate

Learning Obj.: 2

AACSB Category: Communication Abilities

Classification: Conceptual

12) Which of the following depicts an organization in the strategic phase of the social media marketing maturity life cycle?

- A) experimenting with cool new social media ways to communicate
- B) exploring the potential for social media as a venue
- C) integrating social media as a key component of the organization's overall marketing plan
- D) thinking about social media activities in a more systematic way
- E) None of the above

Answer: C

Explanation: C) Marketing research firm Marketing Sherpa found in its 2010 Social Media Marketing Benchmarking Report that 40 percent of the organizations included in the study reported that their social media activities resided in the transition phase. Thirty-three percent acknowledged they were experimenting in the trial phase, and 23 percent were advancing, learning and adapting towards the strategic phase.

Page Ref: 2-6

Difficulty: Moderate

Learning Obj.: 2

AACSB Category: Communication Abilities

Classification: Conceptual

13) Which of the following depicts an organization in the strategic phase of the social media marketing maturity life cycle?

- A) experimenting with cool new social media ways to communicate
- B) exploring the potential for social media as a venue
- C) planning social media marketing activities with clear objectives and metrics
- D) thinking about social media activities in a more systematic way
- E) None of the above

Answer: C

Explanation: C) Marketing research firm Marketing Sherpa found in its 2010 Social Media Marketing Benchmarking Report that 40 percent of the organizations included in the study reported that their social media activities resided in the transition phase. Thirty-three percent acknowledged they were experimenting in the trial phase, and 23 percent were advancing, learning and adapting towards the strategic phase.

Page Ref: 2-6

Difficulty: Moderate

Learning Obj.: 2

AACSB Category: Communication Abilities

Classification: Conceptual

14) A situation analysis is done in the _____ step of the social media marketing strategic planning process.

- A) first
- B) second
- C) third
- D) fourth
- E) last

Answer: A

Explanation: A) The first step in developing the plan is much the same as it is in the creation of traditional strategic plans. Research and assess the environment. Good social media planning starts with research on the industry and competitors, the product category, and the consumer market. This leads to a situation analysis.

Page Ref: 2-10

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

15) Which of the following is done in the first step of the social media marketing strategic planning process?

- A) positioning statement
- B) social media mix
- C) social media profile
- D) situation analysis
- E) message strategy

Answer: D

Explanation: D) The first step in developing the plan is much the same as it is in the creation of traditional strategic plans. Research and assess the environment. Good social media planning starts with research on the industry and competitors, the product category, and the consumer market. This leads to a situation analysis.

Page Ref: 2-10

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

16) The _____ details the current problem or opportunity the organization faces.

- A) positioning statement
- B) social media mix
- C) social media profile
- D) situation analysis
- E) message strategy

Answer: D

Explanation: D) The first step in developing the plan is much the same as it is in the creation of traditional strategic plans. Research and assess the environment. Good social media planning starts with research on the industry and competitors, the product category, and the consumer market. This leads to a situation analysis.

Page Ref: 2-10

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

17) A(n) _____ highlights relevant aspects of the firm's internal and external environment that could affect the organization's choices, capabilities, and resources.

- A) SWOT analysis
- B) activation tool
- C) objective and task method
- D) stunt
- E) propagation brief

Answer: A

Explanation: A) This acronym refers to strengths, weaknesses, opportunities, and threats that the firm should consider as it crafts a strategy.

Page Ref: 2-10

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

18) A SWOT analysis is often included in the _____.

- A) positioning statement
- B) social media mix
- C) social media profile
- D) situation analysis
- E) message strategy

Answer: D

Explanation: D) This acronym refers to strengths, weaknesses, opportunities, and threats that the firm should consider as it crafts a strategy.

Page Ref: 2-10

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

19) The "S" in a SWOT analysis stands for:

- A) social.
- B) strengths.
- C) strategic.
- D) stunts.
- E) shares.

Answer: B

Explanation: B) The firm should consider a SWOT analysis as it crafts a strategy.

Page Ref: 2-10

Difficulty: Easy

Learning Obj.: 3

Classification: Conceptual

20) The "W" in a SWOT analysis stands for:

- A) windows.
- B) weeks.
- C) words.
- D) women.
- E) weaknesses.

Answer: E

Explanation: E) The firm should consider a SWOT analysis as it crafts a strategy.

Page Ref: 2-10

Difficulty: Easy

Learning Obj.: 3

Classification: Conceptual

21) The "O" in a SWOT analysis stands for:

- A) outlooks.
- B) operations.
- C) opportunities.
- D) objectives.
- E) occasions.

Answer: C

Explanation: C) The firm should consider a SWOT analysis as it crafts a strategy.

Page Ref: 2-10

Difficulty: Easy

Learning Obj.: 3

Classification: Conceptual

22) The "T" in a SWOT analysis stands for:

- A) time line.
- B) targets.
- C) traffic.
- D) threats.
- E) tools.

Answer: B

Explanation: B) The firm should consider a SWOT analysis as it crafts a strategy.

Page Ref: 2-10

Difficulty: Easy

Learning Obj.: 3

Classification: Conceptual

23) The controllable elements that influence how well the firm operates reside in the:

- A) external environment only.
- B) internal environment only.
- C) both the external and internal environments.
- D) neither the external nor internal environments.
- E) mind of the consumer.

Answer: B

Explanation: B) The internal environment refers to the strengths and weaknesses of the organization.

Page Ref: 2-10

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

24) The uncontrollable elements that influence how well the firm operates reside in the:

- A) external environment only.
- B) internal environment only.
- C) both the external and internal environments.
- D) neither the external nor internal environments.
- E) mind of the consumer.

Answer: A

Explanation: A) The external environment refers to the organization's opportunities and threats.

Page Ref: 2-10

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

25) An organization's strengths and weaknesses come from:

- A) the external environment only.
- B) the internal environment only.
- C) both the external and internal environments.
- D) neither the external nor internal environments.
- E) the mind of the consumer.

Answer: B

Explanation: B) The internal environment refers to the controllable elements inside a firm that influence how well the firm operates.

Page Ref: 2-10

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

26) An organization's opportunities and threats come from:

- A) the external environment only.
- B) the internal environment only.
- C) both the external and internal environments.
- D) neither the external nor internal environments.
- E) the mind of the consumer.

Answer: A

Explanation: A) The external environment refers to the uncontrollable elements outside the organization that influence how well the firm operates.

Page Ref: 2-10

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

27) Management in a firm can control:

- A) its opportunities and threats.
- B) its opportunities and strengths.
- C) its strengths and weaknesses.
- D) its strengths and threats.
- E) its opportunities and weaknesses.

Answer: C

Explanation: C) The internal environment refers to the controllable elements inside a firm that influence how well the firm operates.

Page Ref: 2-10

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

28) Management in a firm cannot control:

- A) its opportunities and threats.
- B) its opportunities and strengths.
- C) its strengths and weaknesses.
- D) its strengths and threats.
- E) its opportunities and weaknesses.

Answer: A

Explanation: A) Management must respond to opportunities and threats through its planning process.

Page Ref: 2-10

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

29) Which of the following is a key aspect of a firm's external environment?

- A) its mission statement
- B) its social media marketing strategic plan
- C) its stunts
- D) its social media marketing maturity stage
- E) its competition

Answer: E

Explanation: E) Analyzing competitive social media efforts and how the target market perceives those efforts is a must-do in social media marketing planning.

Page Ref: 2-12

Difficulty: Difficult

Learning Obj.: 3

Classification: Synthesis

30) Which of the following questions should a competitive social media analysis answer?

- A) In which social media channels and specific vehicles are competitors active?
- B) How do competitors present themselves in those channels and vehicles?
- C) Who are competitors' fans and followers?
- D) How do fans and followers respond to the competitor brand's social activity?
- E) All of the above

Answer: E

Explanation: E) You can use an internal system or a cloud service such as RivalMap (www.rivalmap.com) to organize competitive information and monitor news and social activity. When you use RivalMap, you can maintain a search of competitive activity and news mentions online for a small fee.

Page Ref: 2-12

Difficulty: Easy

Learning Obj.: 3

Classification: Conceptual

31) A love mark:

- A) is an exceedingly positive review on a social media site.
- B) is a brand that commands passionate loyalty from its target market.
- C) is the collection of positive word-of-mouth responses on a company's web page.
- D) occurs after a brand collects 1000 "Likes" on its Facebook page.
- E) is a special price promotion a company offers only its loyal customers.

Answer: B

Explanation: B) A study of design professionals showed that 80 percent would choose the brand Benjamin Moore over any other brand of paint. And, a study of conversations in social media spaces found that 95 percent of online conversations about Benjamin Moore were positive.

Page Ref: 2-14

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

32) _____ is the percentage of advertising for a brand compared to competing brands.

- A) The competitive parity method
- B) The objective and task method
- C) Percentage of ad spend
- D) Share of voice
- E) Share of wallet

Answer: D

Explanation: D) A social media campaign has the potential to build a strong share of voice in social media channels.

Page Ref: 2-14

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

33) The social media mix is composed of:

- A) advertising, consumer promotion, personal selling, and public relations.
- B) direct marketing, word-of-mouth promotion, telemarketing, and infomercials.
- C) social communities, social publishing, social entertainment, and social commerce.
- D) product, price, promotion, and place.
- E) the traditional marketing mix plus the target market.

Answer: C

Explanation: C) Similar to a more traditional marketing mix, the social media mix describes the combination of vehicles the strategy will include to attain the organization's objectives.

Page Ref: 2-22

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

34) A fund-raising campaign for a college sorority might be based on a _____ of a Facebook page, a Twitter blast, and a Foursquare check-in competition at the local sorority house.

- A) marketing mix
- B) social media mix
- C) SWOT analysis
- D) stunt
- E) creative brief

Answer: B

Explanation: B) The zones of social media make up the channel and vehicle choices available for a social media mix. Similar to a more traditional marketing mix, the social media mix describes the combination of vehicles the strategy will include to attain the organization's objectives.

Page Ref: 2-22

Difficulty: Moderate

Learning Obj.: 3

Classification: Application

35) Which of the following examples represents a social media mix choice?

- A) The social networking media vehicles include Facebook, YouTube, and Flickr.
- B) Social publishing utilizes a corporate blog.
- C) The brand utilizes the existing social game, Retail Therapy.
- D) Social publishing utilizes the document sharing site, Scribd.
- E) All of the above

Answer: E

Explanation: E) The social media mix options lie among the four zones: relationship development in social communities, social publishing, social entertainment, and social commerce. Within each zone are many specific vehicles that may be best suited to reach a certain audience.

Page Ref: 2-22

Difficulty: Easy

Learning Obj.: 3

Classification: Application

36) _____ captures the heart of what the brand is and what the sponsor wants it to become.

- A) Strategic plan
- B) Creative message strategy
- C) Marketing plan
- D) Integrated marketing communications plan
- E) Positioning statement

Answer: E

Explanation: E) The brand's positioning statement is a single written statement that encapsulates the position the brand wishes to hold in the minds of its target audience.

Page Ref: 2-23

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

37) Which of the following best represents a positioning statement?

- A) Google provides "the world's information in one click."
- B) Apple seeks to make wide use of social games.
- C) Sony's products are displayed clearly on their web site for customers to preview.
- D) Microsoft constantly upgrades their products against viruses and potential bugs.
- E) None of the above

Answer: A

Explanation: A) Positioning statements succinctly capture the heart of what the brand is and what the sponsor wants it to become.

Page Ref: 2-23

Difficulty: Moderate

Learning Obj.: 3

Classification: Application

38) For social media marketing campaigns, planners create a(n) _____ to guide the development of the campaign.

- A) creative brief
- B) experience brief
- C) stunt
- D) situation analysis
- E) external environment

Answer: B

Explanation: B) Unlike traditional media, social media focus on interactive experiences, social sharing, and engagement.

Page Ref: 2-23

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

39) A propagation brief is based on planning for:

- A) a passive target audience.
- B) the external environment.
- C) the people you reach.
- D) an organization's competitors.
- E) the people that your target audience will reach.

Answer: E

Explanation: E) Traditional advertising promotes a message to a passive audience, and that audience is the target. Social media invite an interactive experience with an audience of influencers who will then share the brand's message and invite others to the experience.

Page Ref: 2-24

Difficulty: Difficult

Learning Obj.: 3

Classification: Conceptual

40) All of the following questions create answers that form the basis for a propagation brief EXCEPT:

- A) Who is the target audience?
- B) Is there another group of people who can persuade the target audience to follow them?
- C) What content will be needed?
- D) What are our competitors doing in terms of social marketing?
- E) How will experience engagement be extended and shared throughout the social channels?

Answer: D

Explanation: D) To develop a social experience worthy of participation AND worthy of sharing, social media planners ask and answer several of these types of questions.

Page Ref: 2-24

Difficulty: Easy

Learning Obj.: 3

Classification: Conceptual

41) _____ are the people who will propagate your message.

- A) Followers
- B) Influencers
- C) Lurkers
- D) Bloggers
- E) Web crawlers

Answer: B

Explanation: B) To develop a social experience worthy of participation AND worthy of sharing, social media planners attempt to identify influencers.

Page Ref: 2-25

Difficulty: Moderate

Learning Obj.: 3

AACSB Category: Analytic Skills

Classification: Conceptual

42) _____ drive a brand's paid and owned media, extend a brand's story, and foster social experiences.

- A) Activation tools
- B) Hashtags
- C) Creative assets
- D) Social personas
- E) Stunts

Answer: C

Explanation: C) To develop a social experience worthy of participation AND worthy of sharing, social media planners attempt to identify existing creative assets.

Page Ref: 2-25

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

43) The GEICO gecko is a(n) _____ in that he gives the company a head start in terms of consumer recognition as it tries to break through the clutter of competing messages.

- A) activation tool
- B) hashtag
- C) creative asset
- D) social persona
- E) stunt

Answer: C

Explanation: C) To develop a social experience worthy of participation AND worthy of sharing, social media planners attempt to identify existing creative assets.

Page Ref: 2-25

Difficulty: Moderate

Learning Obj.: 3

Classification: Application

44) _____ is the term used to describe the research stage of the plan.

- A) Prototyping
- B) Ideation
- C) Discovery
- D) Briefing
- E) Concepting

Answer: C

Explanation: C) Planners may rely on secondary and primary research as they seek to discover insights that will be useful to the creative team. These insights will be presented to the team during the briefing.

Page Ref: 2-26

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

45) Which of the following terms encompasses a brand's efforts to define how the brand will behave in the social Web, what voice will be used, and how deeply the brand will interact in the social space with customers?

- A) social persona
- B) ideation
- C) share of voice
- D) prototypes
- E) concepting

Answer: A

Explanation: A) The decisions made should support the brand's position in the market. To introduce that persona, brands have several creative options. They may involve humanizing the brand; showing a vulnerability to the customer and working as a steward to customer service; or providing a value to the customer whether that value be function, information, or entertainment.

Page Ref: 2-26

Difficulty: Difficult

Learning Obj.: 3

Classification: Conceptual

46) Benjamin Moore featured experts—designers, architects, and contractors—who all endorsed the Benjamin Moore brand in their marketing campaign. These authority-based testimonials made up the _____.

- A) share of voice
- B) positioning statement
- C) social persona
- D) creative message strategy
- E) stunts

Answer: D

Explanation: D) The creative message strategy refers to the creative approach used throughout a campaign.

Page Ref: 2-28

Difficulty: Moderate

Learning Obj.: 3

Classification: Application

47) The final stage of the strategic planning process is to:

- A) select the social media channels and vehicles.
- B) state objectives.
- C) create an experience strategy.
- D) execute and measure the campaign.
- E) gather insight into the target audience.

Answer: D

Explanation: D) The data gathered on all aspects of the social media plan are used to provide insight for future campaigns.

Page Ref: 2-31

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

48) In which of the following stages of the social media marketing strategic planning process does the planner elaborate on what is expected of the social media campaign and what financial and human resources are available?

- A) conduct a situation analysis
- B) state objectives
- C) create experience strategy
- D) establish an activation plan
- E) select the social media channels/vehicles

Answer: B

Explanation: B) An objective is a specific statement about a planned social media activity in terms of what that activity intends to accomplish.

Page Ref: 2-15

Difficulty: Moderate

Learning Obj.: 4

Classification: Conceptual

49) A(n) _____ is a specific statement about a planned social media activity in terms of what that activity intends to accomplish.

- A) positioning statement
- B) SWOT analysis
- C) objective
- D) experience brief
- E) propagation brief

Answer: C

Explanation: C) The content of the objective will vary based on the situation and the problem at hand. For instance, the campaign may be designed to amplify other marketing communication efforts the organization uses.

Page Ref: 2-15

Difficulty: Moderate

Learning Obj.: 4

Classification: Conceptual

50) Which of the following characteristics is associated with an actionable objective?

- A) be specific
- B) be hopeful
- C) specify the desired change
- D) include a time line
- E) be measurable

Answer: B

Explanation: B) It's important to state the objectives in a way that will help the planner to make other decisions in the planning process and, eventually, to measure the extent to which the objective was accomplished at specific points into the campaign.

Page Ref: 2-16

Difficulty: Easy

Learning Obj.: 4

Classification: Conceptual

51) Which of the following is the best example of an actionable objective?

- A) To inspire happiness throughout the world by creating hope and wisdom on our company's Facebook page.
- B) To increase site awareness by 100 percent with the addition of social commerce sharing applications by the third quarter of 2012.
- C) To promote goodwill through positive word-of-mouth on our Twitter account in the not-so-distant future
- D) To increase our market share through effective advertising and promotions using the vast array of social media technology.
- E) To leapfrog our competition, jumping from last to first place in market share, in the next month by blitzing our customers on social media sites.

Answer: B

Explanation: B) A well-stated, actionable objective should be specific, be measurable, specify the desired change, include a time line, and be consistent and realistic.

Page Ref: 2-16

Difficulty: Moderate

Learning Obj.: 4

Classification: Application

52) Which of the following statements is TRUE?

- A) Most organizations, to date, allocate a significant portion of their marketing budgets to social media.
- B) Most companies plan to decrease monetary allocations to social media marketing activities.
- C) Social media is not free.
- D) Corporate resources do not need to be considered when setting marketing objectives.
- E) Companies that are ambitious can and should set unrealistic marketing objectives.

Answer: C

Explanation: C) Granted, social media costs often are much lower compared to, say, a national television campaign. But there are other costs associated with social media. Charlene Li, a leading social media strategist, once said, "Social media trades media costs for labor costs."

Page Ref: 2-17

Difficulty: Difficult

Learning Obj.: 4

Classification: Synthesis

53) Which of the following statements is FALSE?

- A) Most organizations, to date, allocate only a small portion of their marketing budgets to social media.
- B) Most companies plan to increase monetary allocations to social media marketing activities.
- C) Social media is free.
- D) Corporate resources need to be considered when setting marketing objectives.
- E) Even companies that are ambitious can and should set realistic marketing objectives.

Answer: C

Explanation: C) Granted, social media costs often are much lower compared to, say, a national television campaign. But there are other costs associated with social media. Charlene Li, a leading social media strategist, once said, "Social media trades media costs for labor costs."

Page Ref: 2-17

Difficulty: Difficult

Learning Obj.: 4

Classification: Synthesis

54) Which of the following assigns a set portion of the overall advertising budget for the organization to social media activities?

- A) competitive parity method
- B) creative message strategy
- C) percentage of ad spend method
- D) center of excellence model
- E) objective and task method

Answer: C

Explanation: C) Many companies approach social media marketing budgets as a percentage of their ad spends, which in turn are assigned by planners within the organization according to one of several formulae. Some use a variation, where they allocate a percentage of online marketing funding to social media.

Page Ref: 2-18

Difficulty: Moderate

Learning Obj.: 4

Classification: Conceptual

55) Starbucks decides to allocate 30% of their total online marketing funding to social media. This decision represents a variation of which of the following?

- A) competitive parity method
- B) creative message strategy
- C) percentage of ad spend method
- D) center of excellence model
- E) objective and task method

Answer: C

Explanation: C) Many companies approach social media marketing budgets as a percentage of their ad spends, which in turn are assigned by planners within the organization according to one of several formulae. Some use a variation, where they allocate a percentage of online marketing funding to social media.

Page Ref: 2-18

Difficulty: Difficult

Learning Obj.: 4

Classification: Application

56) Which of the following is based on the belief that spending the same or more than other brands on social media marketing will result in a comparable change in share of attention for the brand?

- A) competitive parity method
- B) creative message strategy
- C) percentage of ad spend method
- D) center of excellence model
- E) objective and task method

Answer: A

Explanation: A) The competitive parity method uses competitors' spending as a benchmark.

Page Ref: 2-19

Difficulty: Moderate

Learning Obj.: 4

Classification: Conceptual

57) Coca-Cola increases their budget for social media marketing so that its respective social media marketing budget outweighs Pepsi's social media marketing budget. Which of the following is being characterized in this scenario?

- A) competitive parity method
- B) creative message strategy
- C) percentage of ad spend method
- D) center of excellence model
- E) objective and task method

Answer: A

Explanation: A) The competitive parity method uses competitors' spending as a benchmark.

Page Ref: 2-19

Difficulty: Moderate

Learning Obj.: 4

Classification: Application

58) Which of the following builds the budget from a logical base with what is to be accomplished as the starting point?

- A) competitive parity method
- B) creative message strategy
- C) percentage of ad spend method
- D) center of excellence model
- E) objective and task method

Answer: E

Explanation: E) The objective and task method considers the objectives set out for the campaign and determines the cost estimates for accomplishing each objective.

Page Ref: 2-19

Difficulty: Moderate

Learning Obj.: 4

Classification: Conceptual

59) Benjamin Moore (a brand of paint) determines that it must spend \$100,000 in 2012 to increase its social media site awareness by 100 percent. This is an example of the _____.

- A) competitive parity method
- B) creative message strategy
- C) percentage of ad spend method
- D) center of excellence model
- E) objective and task method

Answer: E

Explanation: E) The objective and task method considers the objectives set out for the campaign and determines the cost estimates for accomplishing each objective.

Page Ref: 2-19

Difficulty: Difficult

Learning Obj.: 4

Classification: Application

60) Which of the following characteristics is unique to the target audience's social profile?

- A) demographics
- B) product usage
- C) active communities
- D) geodemographics
- E) psychographics

Answer: C

Explanation: C) Social media marketing plans, like any marketing plan, must target the desired audience in a meaningful and relevant manner. To do this requires the development of a social media profile of the target audience.

Page Ref: 2-20

Difficulty: Difficult

Learning Obj.: 5

Classification: Conceptual

61) Which of the following is traditionally defined in a brand's marketing plan of a target audience before a social profile is developed?

- A) the target market's social activities
- B) the channels that the target market utilizes
- C) the communities in which the target market is active
- D) the target market behavior in social communities
- E) the target market's product-usage situations

Answer: E

Explanation: E) The target market for the brand will have been defined in the brand's marketing plan in terms of demographic, geodemographic, psychographic, and product-usage characteristics. The target audience's social profile will take this understanding of the market one step further.

Page Ref: 2-20

Difficulty: Difficult

Learning Obj.: 5

Classification: Conceptual

62) Benjamin Moore, a brand of paint, identified well-educated professionals with financial resources as a viable target audience for its social media marketing plan. Which of the following constitutes a characteristic that is unique to this target audience's social profile?

- A) This target market makes over \$100,000 a year on average.
- B) This target market has access to multiple devices including desktop and/or laptop computers, smartphones, and tablets.
- C) This target market uses paint to remodel their own homes.
- D) This target market tends to congregate in suburban locations.
- E) This target market tends to be over 45 years in age.

Answer: B

Explanation: B) The target audience's social profile includes the market's social activities and styles such as their level of social media participation, the channels they utilize and the communities in which they are active, and their behavior in social communities.

Page Ref: 2-20

Difficulty: Difficult

Learning Obj.: 5

Classification: Application

63) Benjamin Moore, a brand of paint, identified interior designers as a viable target audience for its social media marketing plan. Which of the following constitutes a characteristic that is unique to this target audience's social profile?

- A) Interior designers tend to locate their businesses in cities.
- B) Interior design companies average over \$1 million in annual revenues.
- C) Interior design companies, on average, employ more women than men.
- D) Interior designers have, on average, a college degree.
- E) Interior designers tend to use the Internet to gather information for decisions.

Answer: E

Explanation: E) The target audience's social media profile includes the market's social activities and styles such as their level of social media participation, the channels they utilize and the communities in which they are active, and their behavior in social communities.

Page Ref: 2-20

Difficulty: Difficult

Learning Obj.: 5

Classification: Application

64) A center of excellence model:

- A) pulls people with different kinds of expertise from across the organization to participate in social media planning.
- B) assigns the social media responsibility to a discipline "silo" such as the marketing department.
- C) introduces internal political issues relating to who in the company has primary responsibility for social media.
- D) makes it more difficult to integrate social media applications with other marketing initiatives
- E) All of the above

Answer: A

Explanation: A) Intel and American Express both follow the center of excellence model.

Page Ref: 2-37

Difficulty: Moderate

Learning Obj.: 6

Classification: Conceptual

65) The three basic models for a social media structure within an organization are:

- A) center of excellence, silo, and integration.
- B) centralized, distributed, and combination.
- C) internal, external, and environmental.
- D) objective and task, percentage of ad, and competitive parity.
- E) experience, creative, and propagation.

Answer: B

Explanation: B) Some businesses dedicate multiple employees to manage the conversation calendar, whereas others assign a single person. The organizational task is to assign the least number of resources needed internally and then supplement those resources with help from the organization's social media agency resources.

Page Ref: 2-38

Difficulty: Difficult

Learning Obj.: 6

Classification: Conceptual

66) Best Buy uses the _____ model: Everyone in the organization has a role in social media. Any employee can sign up to respond to customer queries on Twitter.

- A) centralized structure
- B) distributed structure
- C) combination structure
- D) propagation structure
- E) experience structure

Answer: B

Explanation: B) In the distributed structure, no one person owns social media. Instead, all employees represent the brand and work social media into their roles. Best Buy does have a well-developed social media policy in place to guide employee behavior in social communities.

Page Ref: 2-38

Difficulty: Difficult

Learning Obj.: 6

Classification: Application

67) In the _____ model, the social media department functions at a senior level that reports to the CMO (Chief Marketing Officer) or CEO and is responsible for all the social media activations.

- A) centralized structure
- B) distributed structure
- C) combination structure
- D) propagation structure
- E) experience structure

Answer: A

Explanation: A) The potential problem here is that all social media activity may not be adequately represented. Is customer care going to be good if social media marketing is housed under marketing rather than customer service?

Page Ref: 2-38

Difficulty: Difficult

Learning Obj.: 6

Classification: Conceptual

68) A(n) _____ is an organizational document that explains the rules and procedures for social media activity for the organization and its employees.

- A) center of excellence model
- B) creative message strategy
- C) social media policy
- D) internal environment
- E) propagation brief

Answer: C

Explanation: C) Companies need to develop, adopt, and publicize a social media policy among employees. Many companies will recognize that these employees can act as powerful brand ambassadors when they participate in social media.

Page Ref: 2-34

Difficulty: Moderate

Learning Obj.: 7

AACSB Category: Ethical Understanding and Reasoning Abilities

Classification: Conceptual

69) Sun Microsystems tells its employees that whether in the actual or virtual world, their interactions and discourse should be respectful. For example, when they are in a virtual world as a Sun representative, their avatar should dress and speak professionally. Such a directive is an example of:

- A) a center of excellence model.
- B) a creative message strategy.
- C) a social media policy.
- D) an internal environment.
- E) a propagation brief.

Answer: C

Explanation: C) Companies need to develop, adopt, and publicize a social media policy among employees. Many companies will recognize that these employees can act as powerful brand ambassadors when they participate in social media.

Page Ref: 2-34

Difficulty: Moderate

Learning Obj.: 7

AACSB Category: Ethical Understanding and Reasoning Abilities

Classification: Application

70) Intel tells its employees to encourage comments, to cite others who are blogging about the same topic, to admit mistakes by being upfront and quick with corrections. Such a directive is an example of:

- A) a center of excellence model.
- B) a creative message strategy.
- C) a social media policy.
- D) an internal environment.
- E) a propagation brief.

Answer: C

Explanation: C) Companies need to develop, adopt, and publicize a social media policy among employees. Many companies will recognize that these employees can act as powerful brand ambassadors when they participate in social media.

Page Ref: 2-34

Difficulty: Moderate

Learning Obj.: 7

AACSB Category: Ethical Understanding and Reasoning Abilities

Classification: Application

2.2 True/False

1) Planning is nice, but there's nothing wrong with jumping right into marketing without planning.

Answer: FALSE

Explanation: There is tremendous value in planning. Dumb luck and sweat takes you only so far. Planning ensures that an organization understands its markets and its competitors. It helps to ensure that organizations are aware of the changing marketplace environment.

Page Ref: 2-3

Difficulty: Easy

Learning Obj.: 1

Classification: Conceptual

2) Most companies are in the strategic phase of the social media marketing maturity life cycle.

Answer: FALSE

Explanation: When an organization enters the final strategic phase, it utilizes a formal process to plan social media marketing activities with clear objectives and metrics. Social media are now integrated as a key component of the organization's overall marketing plan.

Page Ref: 2-9

Difficulty: Easy

Learning Obj.: 2

Classification: Conceptual

3) A company's competitors are a part of its external environment.

Answer: TRUE

Explanation: The external environment consists of those elements outside the organization that the organization's opportunities and threats that may affect its choices and capabilities

Page Ref: 2-12

Difficulty: Easy

Learning Obj.: 2

Classification: Conceptual

4) An example of a stunt was when Skittles let its social media presence take over its website.

Answer: TRUE

Explanation: A group can turn to social media activities to stage stunts (one-off ploys designed to get attention and press coverage) or as activation tools to support other marketing efforts.

Page Ref: 2-5

Difficulty: Easy

Learning Obj.: 2

Classification: Application

5) An example of the term activation tool is when Starbucks runs social media promotions, it integrates these promotions with the overall campaign in place.

Answer: TRUE

Explanation: A group can turn to social media activities to stage stunts (one-off ploys designed to get attention and press coverage) or as activation tools to support other marketing efforts.

Page Ref: 2-5

Difficulty: Easy

Learning Obj.: 2

Classification: Application

6) An example of a love mark is Harley Davidson.

Answer: TRUE

Explanation: Harley Davidson motorcycle owners are famous for their cult-like devotion to the brand.

Page Ref: 2-14

Difficulty: Easy

Learning Obj.: 3

Classification: Application

7) Share of voice is the percentage of positive responses a company collects on a social media site, such as Facebook.

Answer: FALSE

Explanation: A social media campaign has the potential to build a strong share of voice in social media channels.

Page Ref: 2-14

Difficulty: Moderate

Learning Obj.: 3

Classification: Conceptual

8) Retail Therapy, an existing social game, would be an example of a choice categorized under the social media mix.

Answer: TRUE

Explanation: The social media mix options lie among the four zones of social media: relationship development in social communities, social publishing, social entertainment, and social commerce.

Page Ref: 2-22

Difficulty: Easy

Learning Obj.: 3

Classification: Application

9) Apple's "the computer for the rest of us" statement is an example of a positioning statement.

Answer: TRUE

Explanation: Positioning statements succinctly capture the heart of what the brand is and what the sponsor wants it to become.

Page Ref: 2-23

Difficulty: Easy

Learning Obj.: 3

Classification: Application

10) Reviewing the position is NOT a necessary step in preparing a social media marketing strategy.

Answer: FALSE

Explanation: The social media activities the campaign plans and executes need to consistently support the desired message.

Page Ref: 2-23

Difficulty: Easy

Learning Obj.: 3

Classification: Conceptual

11) An example of a social media marketing objective would be to increase sales revenue.

Answer: TRUE

Explanation: In this stage of planning, it's important to state the objectives in a way that will help the planner to make other decisions in the planning process and eventually to measure the extent to which the objective was accomplished at specific points into the campaign.

Page Ref: 2-16

Difficulty: Easy

Learning Obj.: 4

Classification: Application

12) "To inspire happiness throughout the world by creating hope and wisdom on our company's Facebook page" is an example of an actionable objective created by a company.

Answer: FALSE

Explanation: A well-stated, actionable objective should be specific, be measurable, specify the desired change, include a time line, and be consistent and realistic.

Page Ref: 2-16

Difficulty: Moderate

Learning Obj.: 4

Classification: Application

13) Social media is not free.

Answer: TRUE

Explanation: You've probably heard business people say that the main benefit of social media marketing is that it's free. In planning a social media campaign, a budget must be allocated that ensures sufficient resources to accomplish the goals just like in a traditional ad program.

Page Ref: 2-17

Difficulty: Moderate

Learning Obj.: 4

AACSB Category: Reflective Thinking Skills

Classification: Critical Thinking

14) Companies are starting to create social media manager positions.

Answer: TRUE

Explanation: The job of social media manager, akin to that of a brand manager, is becoming more commonplace, with the role of overseeing, managing, and championing the social media strategy internally.

Page Ref: 2-18

Difficulty: Easy

Learning Obj.: 4

Classification: Conceptual

15) The fact that a target audience, such as an interior designer, tends to use the Internet to gather information prior to making decisions would be relevant to a social media profile of that target audience.

Answer: TRUE

Explanation: The target audience's social media profile includes the market's social activities and styles such as their level of social media participation, the channels they utilize and the communities in which they are active, and their behavior in social communities.

Page Ref: 2-20

Difficulty: Easy

Learning Obj.: 5

Classification: Application

16) Julie, the CEO, decides to create a social media marketing committee pulling employees from accounting, finance, IT, marketing, and management. Julie is using a center of excellence model.

Answer: TRUE

Explanation: Such a model eliminates the internal political issues relating to who in the company has primary responsibility for social media so it's easier to integrate social media applications with other marketing initiatives.

Page Ref: 2-37

Difficulty: Easy

Learning Obj.: 6

Classification: Application

17) Julie, the CEO, decides to have the marketing department report all social media marketing activities to her quarterly. Julie has set up a distributed social media structure.

Answer: FALSE

Explanation: Julie has set up a centralized structure here, but the potential problem here is that all social media activity may not be adequately represented.

Page Ref: 2-38

Difficulty: Moderate

Learning Obj.: 6

Classification: Application

18) Best Buy lets any employee post comments on their company Facebook page. They have implemented a centralized social media structure.

Answer: FALSE

Explanation: A distributed structure is in effect here. However, Best Buy does have a well-developed social media policy in place to guide employee behavior in social communities.

Page Ref: 2-38

Difficulty: Moderate

Learning Obj.: 6

Classification: Application

19) Julie, the CEO, decides to create a social media marketing committee which will report its practices to all company departments, which will then incorporate social media into its own executions. Julie has set up a combination social media structure.

Answer: TRUE

Explanation: Kodak and IBM follow this model. IBM even used a wiki to crowdsource the guidelines for a company blog. This structure combines the centralized and distributed social media structures.

Page Ref: 2-38

Difficulty: Moderate

Learning Obj.: 6

Classification: Conceptual

20) Because social media is in an infancy stage right now, companies do not need to worry too much about creating social media policies for its employees.

Answer: TRUE

Explanation: There's a good chance employees will mention their employers on social media sites and maybe even vent about office politics or shoddy products. Managing that risk is a must for companies, and many companies will recognize that these employees can act as powerful brand ambassadors when they participate in social media.

Page Ref: 2-34

Difficulty: Easy

Learning Obj.: 7

AACSB Category: Reflective Thinking Skills

Classification: Critical Thinking

2.3 Short Answer

1) Give an example of a company's social media efforts for each of the three phases in the social media marketing maturity life cycle.

Answer: Organizations in the trial phase test out social media platforms, but they don't really consider how social media can play a role in the overall marketing plan. During the transition phase, social media activities still occur somewhat randomly or haphazardly, but a more systematic way of thinking starts to develop within the organization. When an organization enters the final strategic phase, it utilizes a formal process to plan social media marketing activities with clear objectives and metrics. Social media are now integrated as a key component of the organization's overall marketing plan.

Page Ref: 2-6 to 2-9

Difficulty: Difficult

Learning Obj.: 2

Classification: Application

2) Give an example of a love mark that has personal relevance to you.

Answer: A love mark is a brand that commands passionate loyalty from its target market.

Page Ref: 2-14

Difficulty: Difficult

Learning Obj.: 3

Classification: Application

3) Reflect on why developing a social persona is a key decision for a brand.

Answer: Planners need to define how the brand will behave in the social Web, what voice will be used, and even how deeply the brand will interact in the social space with customers. The decisions made should support the brand's position in the market.

Page Ref: 2-26

Difficulty: Difficult

Learning Obj.: 3

Classification: Critical Thinking

4) In propagation planning, social media planners ask and answer several questions in order to develop a social experience worthy of participation AND worthy of sharing. List three of these questions.

Answer: The chapter lists the following relevant questions: What are the campaign goals and/or communication tasks? How is the brand positioned? What is unique and special about its position in the marketplace? Who is the target audience? Is there another group of people who can persuade the target audience to follow them? What are the existing creative assets? How can the brand's creative foster a social experience? How can we integrate with other branded media being used by the organization, and how long do we have to execute? What experiences are possible given target market needs and motives, the available channels, and the creative assets? How can we design these experiences to maximize device portability and access? What content will be needed? How will experience engagement be extended and shared throughout the social channels?

Page Ref: 2-24 to 2-26

Difficulty: Difficult

Learning Obj.: 3

Classification: Synthesis

5) In the final stage of the strategic planning process, companies implement the plan and measure the results. The "social media wannabes" make common mistakes. List three of these common mistakes.

Answer: The chapter lists the following types of mistakes made: insufficient staffing, stale content, impatience (time horizon), improper short-term focus on objectives (focus on action steps rather than desired outcomes), insufficient benefits to users, and failure to measure results.

Page Ref: 2-31 to 2-33

Difficulty: Difficult

Learning Obj.: 3

Classification: Synthesis

6) Give three examples of basic marketing objectives that social media marketers pursue.

Answer: Examples listed in the chapter include: increase brand awareness; improve brand or product reputation; increase website traffic; amplify or augment public relations work; improve search engine rankings; improve perceived customer service quality; generate sales leads; reduce customer acquisition and support costs; increase sales/sales revenue.

Page Ref: 2-15

Difficulty: Difficult

Learning Obj.: 4

Classification: Application

7) Create an example of a well-stated, actionable social media marketing objective for a specific company.

Answer: A well-stated, actionable objective should include the following characteristics: be specific (what, who when, where); be measurable; specify the desired change (from a baseline); include a time line; be consistent and realistic (given other corporate activities and resources)

Page Ref: 2-16

Difficulty: Difficult

Learning Obj.: 4

Classification: Application

8) Reflect on all the possible and various reasons that social media is not free for companies to utilize.
Answer: In planning a social media campaign, a budget must be allocated that ensures sufficient resources to accomplish the goals just like in a traditional ad program. Granted, the media costs often are much lower compared to, say, a national television campaign. But there are other costs associated with social media. Charlene Li, a leading social media strategist, once said, "Social media trades media costs for labor costs."

Page Ref: 2-17

Difficulty: Difficult

Learning Obj.: 4

AACSB Category: Reflective Thinking Skills

Classification: Critical Thinking

9) Reflect on all the various challenges that would be unique to the job of social media manager for a company.

Answer: Primarily organizations are staffing for content management, ensuring that time is available for content development, blogging, and monitoring of social channels. Agencies and other providers can supplement the work of the social media manager (or team) with ideas, ways to integrate social media marketing with the rest of the brand's marcom plan, technical expertise, and measurement.

Page Ref: 2-18

Difficulty: Difficult

Learning Obj.: 4

AACSB Category: Reflective Thinking Skills

Classification: Critical Thinking

10) Reflect on why establishing a social media policy is necessary for a company.

Answer: While employees may use social media to communicate with friends and access entertainment opportunities (maybe even when they're supposed to be working!), there's a good chance they will mention their employers and maybe even vent about office politics or shoddy products. Managing that risk is a must for companies.

Page Ref: 2-34

Difficulty: Difficult

Learning Obj.: 7

Classification: Critical Thinking