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SOCIAL MEDIA MARKETING AS THE NEW PARADIGM IN THE DEVELOPMENT OF INNOVATIVE TOOLS OF COMMUNICATION WITH COSTUMERS

Summary

Social media marketing is the new concept in communication with clients by application of the new platforms of social media, commonly known as online social networks. The present work attempts to give academic background to the new paradigm in online communication with the aim of the analysis of its development, theoretical backgrounds and models of functioning. Such an analysis will allow to define the new concept and to elaborate the new and effective strategies of communication with clients, as well as its evaluation.

Introduction

When investigating a modern online marketing, it is worthy to begin with the data from research of Marketing Sherpa institute that was conducted in 2008 in the United States, according to which already 80% of the surveyed companies applies any type of social media strategy in their marketing and communication actions. Similarly, as far as the revenues are concerned, Spanish web based service puromarketing.com has published the forecast which foresees that “the revenues of advertising in online social networks will exceed 8 billion of dollars in 2012 and will reach 10 billion in 2013”¹. Recently, the emerging new media in the online environment that are usually based on the own user’s activity have caused the related changes in marketing communication techniques with actual and potential clients. The communication platforms that attract the active

¹ *Analysis: Facebook consigue 7 de cada 10 dólares invertidos en publicidad en redes sociales, www.puromarketing.com.*

participants and encourage them to develop multiple interactions are commonly denominated as social media. The element of users' active participation is the reason for which "social media is perhaps one of the most fluid and dynamic aspects of the Internet".²

Social media have been converted into platforms for commerce (business platform),³ what means the changes of technologies, communication, marketing, as well as economy and business models, both in terms of the consumers' habits and audiences' behaviors. The effective communication in social environment of online reality determines the key factors for the company success. This statement can be justified by data coming from webpage – Socialmedia examiner.com: "Marketers place high value on social media: A significant 90% of marketers indicate that social media is important for their business." Among the companies which apply such platforms in daily marketing activities, the same study reveals that 92% uses the Facebook and 84% of them applies Twitter, being these two the most popular and leading networks both for business and the clients. As it is concluded in one of the research of Hubspot.com, 75% of social media users consider these media as the best environment to contact a company or to establish relationships with the brand. The real benefits achieved through application of social media into marketing strategy of the companies are illustrated by research conducted by Socialmediaexaminer.com in which the following effects have been mentioned by the surveyed managers: 88% indicates the benefit of generated exposure for the business, 72% notified an increase of the traffic, for 56% it resulted in new business partnerships, whereas for 49% it brought the reduction of overall marketing expenses and 43% admitted the sales to have been improved. To sum up, the basic benefits of social media strategy are related to visibility, business challenges, reduction of marketing costs and sales improvement.

Although, the importance of social media in the marketing strategy and its benefits are the subject of professional concerns of management and experts, it has been so far scarcely discussed from academic point of view. Therefore, the present work aims to introduce the basic theoretical concepts related to the social media marketing (SMM): origins and background, definition, model of its implementation, tactics and pillars of effective strategy and the tools of effective communication within this new approach.

² A. Charlesworth, *Internet marketing. a practical approach*, Elsevier, Oxford 2009, p. 287.

³ It is also stated by various authors and companies specialized in the area of social media.

Background and origins

Economic background of social media marketing rests upon the changes in the models of business in the modern economy and has passed from Services Revolution⁴ through e-commerce⁵ up to Era of Social Economy and Long Tail Economy.⁶ In fact, it might be concluded that it was rather evolutionary development that has converged the above economic models into the one of Social Business that dominates nowadays. Social Business can be defined as following: “it is no more the combination of the social media tools in order to maintain the conversations with the clients, of the internal collaborative solutions that facilitates the employees a contribution and sharing, with the company, of the ideas of improvement on the processes and operations of the company (Enterprise 2.0) and platforms that allow those that are external to the structures of the company but wish so to participate in creation or improvement of the products or services (Crowdsourcing).”⁷

The base of the functioning of the Social Business model are first of all digital companies (e-business), operating within digital markets (e-Markets) that are characterized by the variety of options available, facilities in access to information, better price policies and personalization.⁸ The mass digital markets results in highly segmented and specialized diverse audiences in the form of micro-markets that are interconnected in the form of vast network (networked markets) in which “relationships are the new currency (...) as they fuel and extend interaction, insight, and loyalty”.⁹ The relationships are built upon the conversations – markets are the conversations.¹⁰ Moreover, the theories of the Long Tail Economy emphasize the fact that “the culture and economy isolate themselves from the markets and products situated on the top of demand curve

⁴ The concept proposed by J. Costa, *Comunicación Corporativa y Revolución de los Servicios*, Ediciones Ciencias Sociales, Madrid 1995.

⁵ As it was described, among the others, by E. De la Rica, *Marketing en Internet y e-business*, Ediciones Anaya Multimedia, Madrid 2000.

⁶ For further details on the concept please consult: Solis and Kutscher (2010); Aced, Arqués and Benítez (2009); Halligan and Shah (2010); Charlesworth (2009); Li and Bernoff (2009).

⁷ F.J. Godoy Martín, *Web 2.0 y comunicación. Implantación de los medios sociales en las empresas de comunicación de Andalucía*, in: *La Web 2.0 y 3.0 en su relación con el EEES*, ed. J.E. González Vallés, Vision Libros, Madrid 2011, p. 123–124.

⁸ Both concepts are detailed in the work of E. De la Rica, *Marketing en Internet...*

⁹ B. Solis, D. Kutcher, *Engage! : the complete guide for brands and businesses to build, cultivate, and measure success in the new web*, John Wiley & Sons, New Jersey 2010, <http://0-questcombo.safaribooksonline.com.jabega.uma.es/book/career-development/9780131377721>.

¹⁰ Origins of the concept comes from Manifiesto Cluetrain and book of J. Jaffe, *Join the conversation*, John Wiley & Sons, Hoboken, New Jersey 2007.

(the most popular ones and expand to the long curve (the minor and multiple markets)).¹¹ Therefore, the modern marketing approach has to redefine its objectives and targets and start to caption these small communities of clients that simultaneously remain the users of social media and additionally modify its strategies in order to guarantee the effectiveness of its communication that has now include two basic elements of era of social media: relationship and conversation. Social media seem to be the best channel for such a strategy.

It is how the social media marketing was born. A. Podlaski¹² calls rise of social media marketing a Revolution greater than Industrial Revolution. Two main characteristics defines this new paradigm in marketing communication: integration of strategies and tools applied and active, mutual and equal participation of the newly emerged user-client, who together with similar users form an interactive online micro-universe that foment the personal, professional and business relations of dialogue and collaboration in the form of multiple conversations with and about the brands, products and services. As it is emphasized by Cluetrain Manifest, in modern communication, the client is considered the person rather than in terms of socio-demographic target. The new concept of audience based on behaviors was developed by Groundswell that distinguished diverse types of social media users according to the type and level of participation, thus creating media-graphical classification of social media activity of the audience: creators, critics, collectors, joiners, spectators and those inactive.¹³ In order to help the companies in finding, defining and describing the audiences in more cost – effective and less time consuming manner.

The principal activity of social media user and the client of companies that are present in this online environment is generating and sharing the relevant and attractive content. Due to this new opportunity for participation in communication process of the company and adequate tools that allow individual to collaborate online, new projects of great value have emerge more frequently. Thus, Social Media approach assumes the "power of user"¹⁴ that simultaneously is a producer of the information regarding a product or brand and remains its con-

¹¹ C. Aced, N. Arqués, M. Benítez, *Visibilidad: cómo gestionar la reputación en Internet*, Ediciones Gestión 2000, Spain 2009, p. 43.

¹² A. Podlaski, *Marketing społecznościowy*, Helion, Gliwice 2011, p. 12.

¹³ The list starts from the highest and most sophisticated level of participation and finishes with the lowest one. The detailed description of the Groundswell Profile Tool and Method by Li and Bernoff and the characteristics of the segments can be found on the webpage of Forrester Research Institute and in the book: Ch. Li, J. Bernoff, *Marketing technologii społecznych*, MT Biznes, Warsaw 2009, p. 88.

¹⁴ The idea comes from: M. Cortés, *Nanoblogging*, Editorial UOC, Barcelona 2009, p. 19.

sumer (prosumer).¹⁵ “The rise of prosumer. More than user. Right to participate and have conversation due to development of web and online (...), someone who has an established affinity for and history with a product, good, service, or brand (...) Prosumers are absolutely in the content business, but rather than create it, they’re more like content harvesters – curators perhaps, even content moderators. They’re merchants of conversation.”¹⁶

Moreover, social media facilitates the rise of new type of user: the opinion leader or influencer¹⁷ who usually has a great influence among his own audience and acts as the ambassador of the brand, being trustable source of information and value personal relation with the brand.

The development of the new elements in the modern panorama of online marketing communication, starting from display online advertising (banners and clicks) up to new technologies of networks, have altogether caused the rise of social media marketing. This new paradigm includes the new approaches of digital and social economy of strong competence of highly segmented companies as well as the new ways of communication based on conversation mode and networking. Moreover, this new model of marketing must respond appropriately to the necessities of new consumer who being a user of social media is given more power than ever in its relation with the brands.

This new type of online marketing based on social media has been developed from the concept similar to 4P but adjust and applied to e-marketing within e-commerce model, as it is described by De la Rica¹⁸ (satisfaction of product quality, attraction of potential client, interaction and transaction), which has resulted in foment the advertising inversion in online environment alike has created its new forms. The further process of changes in the online marketing strategy that is driven by social media application has been based on 6P concept:¹⁹

1. Person (one-to-one marketing and personalization of advertising).
2. Presence (brand presence on the maximum number of the platforms possible and in optimal number of channels of social media by determining a value appropriate to each medium).

¹⁵ C. Aced, N. Arqués, M. Benítez, *Visibilidad: cómo gestionar...*, p. 49.

¹⁶ J. Jaffe, *Join the conversation...*, p. 42–43, 48.

¹⁷ The concept and definition elaborated by M. Ledederman, R. Sánchez, *Marketing experiencial. La revolución de las marcas*, ESIC Editorial, Madrid 2008, p. 151.

¹⁸ E. De la Rica, *Marketing en Internet...*

¹⁹ The model described by Briz and Laso (2000) can be found in: S.C. Fernández, P.L. Reinares, *Comunicación en Internet: estrategias de marketing y comunicación interactivas*, Paraninfo, Madrid 2001.

3. Product (in the modern Era of Services defined by the quality²⁰ and described in details and by means of multimedia forms, displayed on various online sites).
4. Price (dynamic, flexible and susceptible to many offers and promotions; e-pricing).
5. Distribution (online sales throughout web sites, specialized web pages and “social sales” via online social networks).
6. Communication (promotion by means of interactive solutions and with participation of Social Media users- fans’ recommendations, virality etc.).

As far as this 6P concept is concerned, interactive communication and focus on people seem to be key factors that contribute with new perspectives to SMM, since the other four can be found as well in marketing strategy typical for e-commerce model. Taking this into account, the present SMM is mainly shaped by Lauterborn’s concept of 4C that is consumer-oriented model based on following elements: consumer in the centre (instead of product), cost (replacing price and related mostly consumer’s costs, though, if applied to Social Media, it reflects the costs of online social networks presence too), communication (broader view on the possible contact with clients) and convenience (hybrid model of purchasing than simply placement, which includes facilitates in finding and buying the product and information related to it). Broader communication perspectives that place the consumer in the centre of the strategy and are focused on ROI estimations sustain the modern SMM strategy. Moreover, since the principal tool of communication that defines the new paradigm of SMM are the conversations with users in online social networks, it is considered of a great importance to plan strategically such a communication in Internet, especially in the view of fulfilled predictions that have estimated that, until 2012, 81% of marketing specialist would believe to devote more time on conversations online than on the development of the traditional methods of marketing.

Theoretical foundations

In order to understand better the basic tactics and tools of the social media marketing, it is worthy to attempt to define it. Among many definitions contributed mostly by professionals but also elaborated by academics, the one of

²⁰ Concept derived from J. Costa, *Comunicación Corporativa y Revolución de los Servicios*, Ediciones Ciencias Sociales, Madrid 1995.

Charlesworth²¹ seems to be the most complete and adjusted to the needs of study: “Social media marketing (SMM) is a term used to encompass any online marketing strategy or tactic which uses Social Media as the medium for its communication. Although it can include advertising on social media sites, it is more commonly used in the context of either viral marketing or social media optimization. Further use of social media is where the marketer engages in discourse with members of the general public (i.e. potential customers) in virtual communities or submits to elements of consumer generated media”.

There are three basic elements included in this definition that demands the further explanation: social media medium, its channels in the form of online social networks and Social Media Optimization (that will be defined in the part of the analysis of the SMM strategy).²²

Among many definitions of Social Media, the most accurate one was established by company Tech ER: people having conversations by means of new technology on the base of the content generated by Internet users. The main platform or communication channel of Social Media are social networks defined as the open system in the permanent development that involves the individuals identified by similar problems and needs who are organized in order to boost their common and individual resources. Each social network operates as a social structure based on the organizational dispositions of human beings interrelated by the relations of production, consumption, experience and power. The online social network implies few common characteristics that determine its definition from technological and behavioral point of view: web based service that allow to construct public (or semi-public profile) that allows to articulate the list of users with whom a particular owner of profile is sharing his connections, and apart from it visualize and track it, together with the ones of the “friends”, within limited system of a given network (the nature or nomenclature of the connections may vary depending on the network).²³

²¹ Ch. Charlesworth (2007) in his work *Key Concept in e-Commerce* in: Ch. Charlesworth, *Internet Marketing. A Practical Approach*, Elsevier, Oxford 2009, p. 287.

²² About the user generated media that are based on User Generated Content (UGC), due to the limits of the work, it is recommendable to consult the work of A.M. Kaplan, M. Haenlein, *Users of the world, unite! The challenges and opportunities of Social Media*, “Business Horizons” 2010, Vol. 53, p. 59–68.

²³ D.M. Boyd, N.B. Ellison, *Social Network Sites: Definition, history and scholarship*, “Journal of Computer-Mediated Communication” 2007 after: *Report Las Redes Sociales en Internet*, elaborated by Observatorio Nacional de Las Telecomunicaciones y de la SI (ONTSI), December 2011, <http://www.ontsi.red.es/ontsi/>.

Basically, there can be distinguished the following channels of social media platforms²⁴:

1. Blogs and microblogs (personal and corporate): Twitter.
2. Collaborative projects: Wikipedia.
3. Social bookmarking tools: Delicious, StumbleOn.
4. Content based communities: Youtube and Flickr.
5. Typical social networks (horizontal or vertical and entertainment or professional) : Linkedin, Xing Facebook, My Space.

The model of strategy

Social Media Marketing is characterized by its inbound potential that implies permission-oriented approach which has eliminated dominating so far an outbound model that was based on interruptive marketing techniques.

According to inbound approach, of which the main aim is to attract the consumer by means of attractive content, the activity of marketing specialist shall concern contributing positive as well as significant experience to prosumer²⁵ in order to create an opportunity for audience to involve in creative, innovative and mutual communication process with company based on relations established by online conversations within the communities. Its functioning is defined by many-to-many model²⁶ of which main features are fluidity and continuity of conversations.

The above model might be summarized by the following graphic illustrating spheres, goals and tactics to follow in order to introduce effective SMM strategy.

The graphic below (fig 1) demonstrates the integral model of SMM strategy that embraces the 6 spheres of the activity from offline traditional marketing tools through web based and SEO based techniques up to social media techniques. As the next step, the means applied correspond to both-sides actions performed by company and responding client. These actions have been derived from the main objectives such as relationship building, conversion into client, optimization, offline sales process improvement etc. that were established bas-

²⁴ Classification elaborated on the base of various works of: Kaplan and Haenlein (2010), Evans (2010) and *Report Las Redes Sociales en Internet...*. However, for there are many criteria for classification of social media which itself are convergent, the above classification does not aim to be exclusive as it is only the attempt of proposal of possible classification.

²⁵ Based on *IXMA Manifesto*, <http://www.ixma.org/manifiesto.htm>.

²⁶ Model described by S.M. Cutlip, Cutlip S.M, *Manual de Relaciones Públicas eficaces*, Gestión 2000, Barcelona 2006 and defined by J. Jaffe, *Join the conversation...*, p. 16–17.

ing on the principal marketing strategy of integral character that apart from communication process includes advertising and branding tactics.

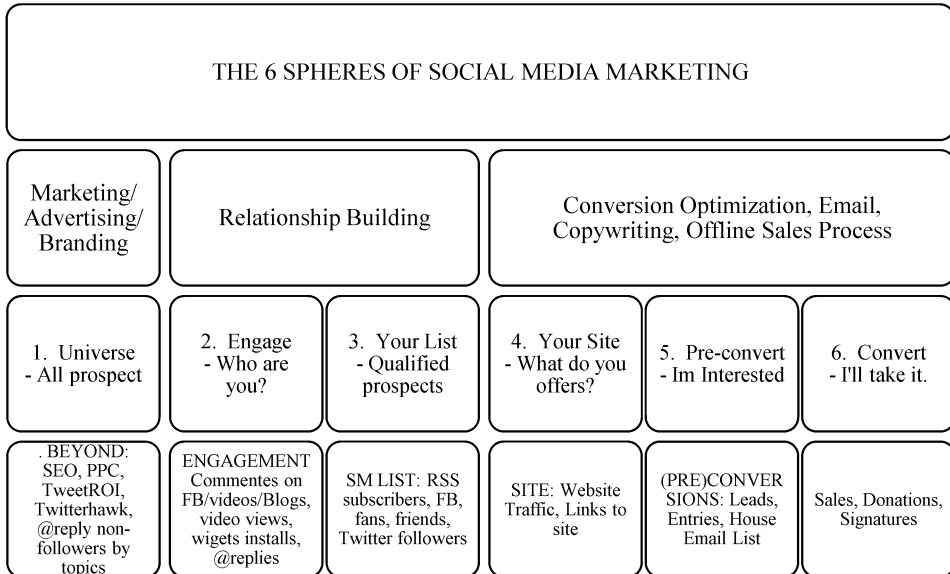


Fig. 1. Integrated model of social media marketing







Source: Instituto de Community Manager (2012) after: Brian Carter and Fuel Interactive (2009); <http://www.searchenginepeople.com/blog/the-6-spheres-of-social-media-marketing.html>.

While performing the strategy included into an integral model of SMM marketing, it is convenient to remember that the Social Media users are becoming fans to those companies that perform the value of transparency and manage to contribute with the relevant content and are able to listen and respond to the needs of its clients. Although, the advertising is one of the commonly used tactics on Social Media platform that results in growth in visibility, it must be avoided in online social networks' profiles. As far as the topic has been investigated so far, the Social Media users are looking for "human face" of the company, simultaneously getting rather anxious about idea that social networks will be transformed in the big commercial centre. The successful SMM strategy shall manage to attract the fans by means of interesting content, generate virality that will populate the conversations, connect the users with the brand, develop the stronger and more efficient relation with clients and being responsive to the problems that might arise by applying social media to clients service, creating a reciprocal dialogue with the brand community.

Therefore, with the view of the aim of the present study, the main tactics that is mostly characteristic for SMM can be summarized as following: content that contributes additional value and utility for the user, community established on common and shared interests, promotion that includes highly personalized social advertising, viral marketing, networking (crowdsourcing), conversations multiple social dialogues, trending topics, streams and forum). Each tactic can be maximized by applying to the particular online social networks that correspond in the most adequate way to the objectives of the tactics listed above. The table 1 demonstrates the examples of tactics application according to a chosen social network:

Table 1

The tactics and social networks

Network /tactics	Promo-tion	Content	Virality	Com-munity	Net-working	Rela-tions	Conver-sations
	✗	✗	✗				
	✗			✗		✗	
	✗	✗		✗			✗
	✗				✗		✗
	✗	✗	✗				
	✗	✗					

Source: own elaboration.

The above tactics are aimed to achieve the correspondent objectives: diffusion and transmission of content (sharing ideas and information), creation of community, mutual and credible relations of trust, commercial objectives of sales and revenues, gaining notoriety, professional relations of collaboration and cooperation, dialogues with community.

These general objectives can be transformed into short-term goals to be achieved in different online social networks that can be the following ones: growth of the community in number of fans or followers, increase of traffic (frequency and intensity), increase in number of connections, fomenting the credibility, increase of the circulating content in social media and its virality potential, improvement of the quality of the relations with the members of the community (engagement rate), improving digital branding, increase of consumers' satisfaction, growth in sales and clients' volume.

Having conducted extensive theoretical studies on Social Media issues related to communication and marketing online,²⁷ it can be concluded that SMM strategy needs to be optimized: “Optimizing your social media (...) efforts involves everything from making sure your profiles have the right keywords (which includes your brand, product or service names), to ensuring the content that you are placing out into the social media communities you become involved in is not only “findable” but relates to what those community members are talking about”²⁸.

The listed tactics and processes imply their own corresponding techniques and tools of marketing communication to be developed and implemented that may vary depending on social media platform. Its usage is related to the objective and social networks chosen as communication channel. At this point, due to the limits of the work, there will be listed only the most popular tools applied to the most popular networks. As far as Social Media Marketing is concerned, it is important to emphasize that the tools applied may be elaborated and implemented in multiple formats simultaneously, as well depending on network, its audience, goal, etc. such as: texts (Tweets), photos and videos, links, interactive or passive applications, tools related to public relations, etc. The examples of them are demonstrated in the table on the following page.

It has been introduced integral classification of the tools based primarily on the format of content dichotomy text versus video and audio formats. Moreover, it was included the division into passive and interactive tools defined as the grade of the effort required from the user to interact with marketing content in order to establish communicative relation with the company. As the last one, Public Relations tools have been included due to its recent change and development in accordance to demands of new channels of social media²⁹ and importance in communication and interaction approach in the relations with the clients. Therefore, PR and its tools seem to be mostly relevant in modern marketing communication via social media.

It can be observed in the case of above classification that the interactive tools are dominative as far as the mode of strategy implementations is con-

²⁷ For further details please consult the following authors: Charlesworth (2010); Costa (1995); Li y Bernoff (2010); Solis y Kutcher (2010); Halligan i Shah (2010); Podlaski (2011); Calvo (2000); Aced, Neus y Benítez (2009); Evans (2010).

²⁸ L. Evans, *Social media marketing: promoting your company through viral marketing*, Que Pub. and Pearson Education, London 2010, p. 59.

²⁹ Importance of social media public relations was stressed out by B. Solis, D. Breakenridge, *PR 2.0 in a Web 2.0 world: what is Public Relations 2.0*, FT Press Delivers, New Jersey 2010.

cerned. Although, the passive tools based on the minimum effort demanded from user usually limited to make a click, are as well common in usage. The shift in marketing towards communication approach is illustrated by the development and implementation of tools originated within public relations but modified to fit social media at first and then to serve the aims of SMM. Nevertheless, the grade of utility and application of the above tools may vary depending of a designed campaign, the grade of complexity in its creation, format, efficiency and effectiveness in implementation as well as the needs of the brand. However, the major benefits of these tools rest upon the access free of charge in most of the cases and the facility in its management, by both parts involved in communication process: company and clients. "Social media provides us with the tools and the channels to reach people directly. Through this process, (anyone) become part of the media paradigm and (anyone's) communication and influence can become powerful."³⁰

At the final stage of the analyses, it will be introduced the basic and most common tool (fig. 2) that usually integrates the other mentioned in the table: corporate profile in online social network (fanpage or simply social profile). It is a tool that facilitates the communication with client. Its organization, actualization, level of multimedia implementation, content and community created will determine the quality of the communication that might be executed by means of this tool. Being a first and common step to perform effectively marketing strategy in these channels, can be defined as following, if using Facebook example: "Your Facebook Business Page wall is the "home where your business "fans, friends, customers, and critics can all interact directly with your company."³¹

It must contain such elements as: name, photo or logo (alternatively: avatar), biographic note which includes introduction and basic information on the company, links to other sites, forum to facilitate discussions and recommendations, promotion of the profile in other online social networks, must be integrated optimally with other channels and facilities of social media, segmented advertising, shall reach the highest number possible of fans. The quantity of the online social networks in which the company shall develop its presence depends of the objectives and resources of the company and shall be subjected to the previous analysis of internal possibilities. The effectiveness in communication

³⁰ B. Solis, B. Breakenridge, *Putting the Public Back in Public Relations: How Social Media is Reinventing the Aging Business of PR*, FT Press, New Jersey 2009, p. 112.

³¹ www.facebook.com.

is determined by the number of networks of presence and activity, since various channels contribute with diverse tools and facilitate to achieve multiple objectives simultaneously as well as to target the strategy to different audiences.

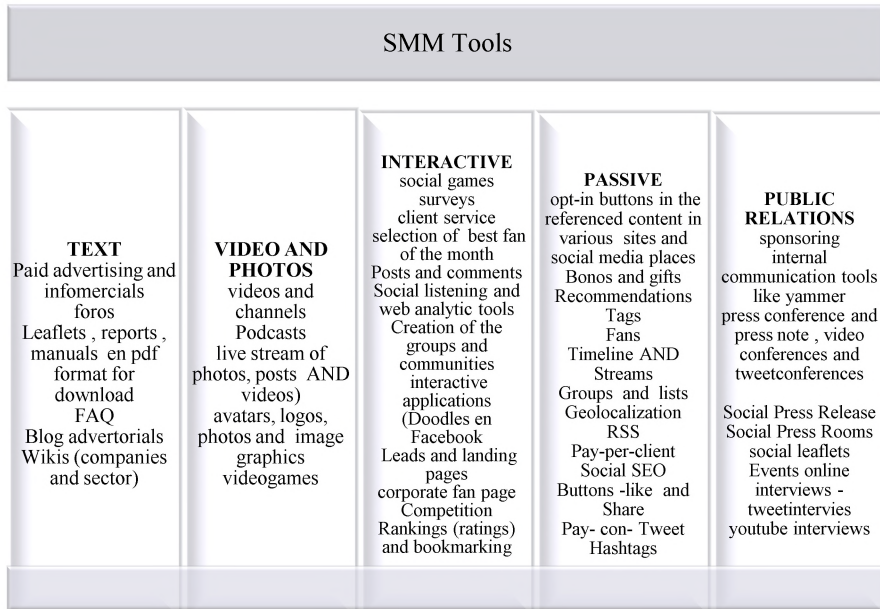


Fig. 2. Tools of communication within social media marketing

Source: authors' elaboration.³²

However, the augmented presence must correspond to the possibilities of the control over the marketing strategy by the company in such hyper-connected and disperse environment as social media. The marketing communication is distributed in various networks as conversations carried out may vary in its intensity, topics, aspects taken into consideration etc. The partial control over its communication is necessary to be executed by the company since it is shared with new empowered user that may endanger the brand both in online and of-line reality. The control in case of social media means the influence exercised by company over the stream of conversations. SMM strategy must be planned in coherence to the needs of the company, and supervised by means of Social Media Measurement tools to examine the real online performance such as quantitative tools to analyze the number of fans and mentions and qualitative to fol-

³² Although some of these tools may fall into few of the listed categories, the classification aims to be orienteering towards main and the most popular tools as is based on the dominant format, type of engagement and the role of PR in the contemporary online communication with clients via social media channels.

low the trending topics and keywords in conversations conducted online, in order to: “Analyze and compare your social media activities and activities of your competitors, find influencers, the most engaging posts and tweets and apply best practice and monitor and improve the response rates for customer demand”.³³

Due to application of measurement tools of communication process in Social Media within marketing strategy, it is possible to value the presence and usage of those channels in the particular strategy, learn about the audiences, examine the usage of the content contributed, map the interactions and main influencers, evaluate the references and recommendations, analyze sales and volume of all types of clients, improve products and operations of the company, and finally to identify the challenges and threats. As it could be observed in the table of communication tools, the one of them are investigation tools. They were included there not by accident or mistake, but because modern SMM implies measurement as the interactive way of learning about the company itself and its targets in the way that it would allow for further improvements and adaptations for the future. Social media applied within the marketing strategy are not only cost effective and efficient tools of market research but inside this model of communication the market research is becoming crucial and obligatory part to follow the quickly changing trends and constantly flowing audiences. One of the crucial points is DAFO analysis applied to communication.³⁴

Finally, the measurement of social media performance and environment-Social Media Audit – it will serve to determine the ROI³⁵ due to which any company is capable to evaluate effectiveness of its communication process in social media. Among many concepts of ROI that can be found throughout the literature on social media, the one proposed by Solis³⁶ takes in the consideration time and human resources obligatory for successful SMM strategy – Time Assessment Formula. This formula encompasses:

- number of average relevant conversations per day per community,
- multiplied by the quantity of relevant communities,

³³ www.socialbakers.com.

³⁴ Importance of DAFO in effective communication was pointed out by J. Xifra, *Teoría y estructura de las relaciones públicas*, McGraw Hill, Madrid 2003.

³⁵ The purpose of ROMI is to optimize marketing spend for the short and long term in support of the brand strategy by building a market model using valid and objective marketing metrics and analytics. Definition introduced by Guy R. Powell, *Marketing Calculator: Measuring and Managing Your Return on Marketing Investment*, John Wiley, Singapore 2008 and derived from G. Powell, S. Groves and J. Dimos, *ROI of Social Media*, John Wiley, Singapore 2011, p. XXI.

³⁶ Example of Social Media ROI comes from B. Solis, D. Kutcher, *Engage...*

- multiplied by 20 (average minutes required to research and respond and also monitor for additional responses), variable +/- dependent on the case, usually +,
- divided by 60 (minutes),
- equals the amount of time required and in turn, the resources and associated costs required depending on internal labor (salaries/hourly rates), external consulting fees, plus cost of equipment and other necessary resources.

Conclusions

As it was demonstrated throughout the paper, SMM marketing is relatively new concept born and developed on the base of the new social models of digital economy what involves new structures of active audiences possessing enough control over communication process of the company. Social Media due to its specific characteristics can become pillar of effective and innovative strategy by contributing with both interactive and innovative tools of modern communication that better correspond to the freshly emerged audiences and their particular needs. These newly developed tools do not only facilitate the bidirectional communication but also are susceptible for measurement and ROI estimation. Nevertheless, SMM marketing demands further and more advanced studies on its effectiveness and creates a challenge to create a solid theoretical foundations of its functioning.

SOCIAL MEDIA MARKETING JAKO NOWY PARADYGMAT W ROZWOJU INNOWACYJNYCH NARZĘDZI KOMUNIKACJI MARKETINGOWEJ

Streszczenie

Social media marketing (SMM) to nowa koncepcja komunikacji z klientami, która powstała i rozwinęła się w wyniku implementacji platform społecznościowych. Artykuł jest próbą naukowego podejścia do tego nowego paradygmatu komunikacji online, mając za zadanie przeanalizowanie rozwoju koncepcji, podstaw teoretycznych oraz modelu funkcjonowania. Pozwoli to na zdefiniowanie tego pojęcia w nowoczesnej komunikacji oraz na opracowanie efektywnych modeli strategii komunikacyjnych z klientem, jak również ich ewaluacji.

Tłumaczenie: Emilia Smolak-Lozano