

Contents

<i>List of figures</i>	xvii
<i>List of tables</i>	xxii
<i>List of contributors</i>	xxiv
0 A visual introduction to marketing in a digital era	1
GORDON FLETCHER	
0.1 <i>Learning objectives</i>	1
0.2 <i>Effective marketing in the era of the polycrisis</i>	1
0.3 <i>The organisation and the stakeholder</i>	6
0.4 <i>The complex organisation</i>	11
0.5 <i>The stakeholder value persona spring and action-based learning</i>	14
0.6 <i>The stakeholder value persona spring</i>	17
0.7 <i>Book structure</i>	20
<i>References</i>	22
1 Navigating global challenges	23
ROMAS MALEVICIUS, ALEKSEJ HEINZE AND ALEXANDRA COUSTON	
1.1 <i>Learning objectives</i>	23
1.2 <i>Sustainability for marketers</i>	23
1.2.1 <i>Theoretical frameworks</i>	24
1.2.2 <i>The PLANET framework</i>	25
1.3 <i>Prioritise sustainability</i>	26
1.3.1 <i>Understanding the sustainable development goals</i>	28
1.3.2 <i>Prioritise sustainability: key activities for digital marketing strategy</i>	28

- 1.4 *Link strategy to sustainability* 31
 - 1.4.1 *Linking strategy: key activities for marketing strategy* 33
- 1.5 *Align strategies with stakeholder priorities* 35
 - 1.5.1 *The carbon neutrality project* 35
 - 1.5.2 *Circular and sharing economy* 37
 - 1.5.3 *Align strategy and stakeholders: key activities for marketing strategy* 41
- 1.6 *No deception or misleading of stakeholders* 41
 - 1.6.1 *The dangers of 'X'-washing* 42
 - 1.6.2 *No deception: key activities for marketing strategy* 43
- 1.7 *Evaluate sustainability messages* 43
 - 1.7.1 *The seven sins of sustainability-related communications* 45
 - 1.7.2 *Sustainability communications: key activities for marketing strategy* 46
- 1.8 *Taking time to reflect* 46
 - 1.8.1 *Taking time for reflection: key activities for marketing strategy* 47
- 1.9 *Summary* 47
- References* 48

2 Unleashing growth with stakeholder-centric perspectives 51

ANA CRUZ, ALEKSEJ HEINZE AND MILANKA SLAVOVA

- 2.1 *Learning objectives* 51
- 2.2 *Why stakeholder-centricity?* 51
 - 2.2.1 *Identifying the 'right' stakeholders; stakeholder pyramid* 52
- 2.3 *Calculating and creating stakeholder pyramids* 59
 - 2.3.1 *Customer lifetime value* 59
 - 2.3.2 *Stakeholders and donor lifetime value* 61
- 2.4 *Stakeholder-centricity* 62
- 2.5 *How to be stakeholder-centric* 65
- 2.6 *Persona journeys* 65
 - 2.6.1 *The ZMOT infinity loop* 66
- 2.7 *Growth hacking for stakeholder-centricity* 68
 - 2.7.1 *Growth hacking along the persona journey* 70
- 2.8 *Summary* 70
- References* 71

3 Horizon scanning for insights

73

ALEKSEJ HEINZE, ANA CRUZ AND MILANKA SLAVOVA

- 3.1 *Learning objectives* 73
- 3.2 *Why monitor the external environment?* 73
- 3.3 *Using HINGES to create a culture of continuous innovation* 74
 - 3.3.1 *Horizon scanning: where are they now?* 75
 - 3.3.2 *Internal audit: where are we now?* 78
 - 3.3.3 *New business models: where do we want to be?* 81
 - 3.3.4 *Gap analysis: what are we missing?* 85
 - 3.3.5 *Evaluation: how could we get there?* 86
 - 3.3.6 *Strategy planning: what are we going to do?* 88
- 3.4 *Summary* 88
- References* 89

4 Developing a stakeholder value persona

91

ANA CRUZ AND ALEKSEJ HEINZE

- 4.1 *Learning objectives* 91
- 4.2 *What is a stakeholder value persona?* 91
- 4.3 *Why use a stakeholder value persona?* 92
- 4.4 *How many stakeholder value personas?* 94
- 4.5 *Developing a stakeholder value persona: IMPACT* 95
 - 4.5.1 *Identify stakeholders and prioritise into primary and secondary as well as anti-personas* 96
 - 4.5.2 *Map out available existing data about the persona, extrapolate further details as necessary* 96
 - 4.5.3 *Prototype the persona through visualisation and description* 97
 - 4.5.4 *Assumptions are tested through research* 99
 - 4.5.5 *Create stakeholder value persona strategy* 100
 - 4.5.6 *Test and continuously improve stakeholder value persona* 100
- 4.6 *Defining the persona* 100
 - 4.6.1 *Identifying pain and trust touchpoints* 100
 - 4.6.2 *The role of keywords and hashtags* 101
 - 4.6.3 *Influencers* 101
 - 4.6.4 *Identifying preferred channels* 101
 - 4.6.5 *Motivation* 102
 - 4.6.6 *Decision-making units (DMUs)* 103
- 4.7 *Science fiction prototyping* 104
- 4.8 *The persona journey in action* 108

- 4.8.1 *Understanding touchpoints and channels* 108
- 4.8.2 *Journey activities and actions* 108
- 4.8.3 *Mapping the journey* 109
- 4.9 *Summary* 109
- References* 110

5 The marketing landscape: Strategy and business models 111

ANA CRUZ AND ALEKSEJ HEINZE

- 5.1 *Learning objectives* 111
- 5.2 *Breaking out of the ‘Who moved my cheese?’ paradigm* 111
- 5.3 *Developing a results-driven marketing strategy* 112
 - 5.3.1 *Personas* 113
 - 5.3.2 *Setting strategic objectives* 115
 - 5.3.3 *Key performance indicators* 116
 - 5.3.4 *Channels* 120
 - 5.3.5 *Content* 123
 - 5.3.6 *Data* 123
- 5.4 *Summary* 125
- References* 127

6 SMART evidence-based decision-making 128

QUENTIN ISSELÉ, ALEKSEJ HEINZE AND ALEX FENTON

- 6.1 *Learning objectives* 128
- 6.2 *The streetlight effect and survivorship bias* 128
- 6.3 *Data privacy and transparency* 130
 - 6.3.1 *Data considerations* 130
 - 6.3.2 *The varying value of different data types* 131
 - 6.3.3 *Data privacy and protection* 132
- 6.4 *Using data in the persona journey* 134
 - 6.4.1 *Data care along the persona journey* 134
 - 6.4.2 *Data questions along the persona journey* 137
 - 6.4.3 *Sustainability strategies for the persona journey* 137
- 6.5 *Digital marketing practice = conversions + awareness* 138
- 6.6 *Understanding key metrics* 139
 - 6.6.1 *Conversions* 139
 - 6.6.2 *Completed view rate* 141
 - 6.6.3 *Share rate* 141
 - 6.6.4 *Like rate* 142
 - 6.6.5 *Bounce rate* 143
- 6.7 *Summary* 144
- References* 144

7 The combined power of qualitative and quantitative insights 146

QUENTIN ISSELÉ, ALEKSEJ HEINZE AND ALEX FENTON

- 7.1 *Learning objectives* 146
- 7.2 *Introduction* 146
- 7.3 *Knowing a persona through social media data and tools* 148
 - 7.3.1 *Netnography* 148
 - 7.3.2 *Social network analysis (SNA)* 150
 - 7.3.3 *NodeXL and Gephi* 151
 - 7.3.4 *Reviews and ratings: from words to scores* 152
- 7.4 *Branding metrics* 153
 - 7.4.1 *What is brand lift?* 154
 - 7.4.2 *Interpreting brand lift* 156
- 7.5 *Tracking* 156
 - 7.5.1 *Impressions* 157
 - 7.5.2 *Clicks* 158
 - 7.5.3 *Web and app-based environments* 159
 - 7.5.4 *Why track performance?* 160
- 7.6 *Summary* 161
- References* 161

8 Crafting projects and planning campaigns 162

ANNA TARABASZ

- 8.1 *Learning objectives* 162
- 8.2 *Managing marketing projects* 162
- 8.3 *Applying project management to marketing* 164
- 8.4 *Core aspects of project management* 165
- 8.5 *Planning* 166
 - 8.5.1 *Setting project objectives* 168
 - 8.5.2 *Project scheduling* 170
 - 8.5.3 *Risk management* 171
 - 8.5.4 *Budgeting* 173
 - 8.5.5 *Integration management* 175
 - 8.5.6 *Procurement management* 175
 - 8.5.7 *Communications management* 175
 - 8.5.8 *Internal stakeholder engagement* 178
 - 8.5.9 *Resource management* 179
 - 8.5.10 *Quality management* 179
 - 8.5.11 *The monitoring phase* 179
- 8.6 *Summary* 180
- References* 180

9 Engaging stakeholders with captivating content

182

SOPHIE IREDALE, ALEKSEJ HEINZE AND MARTIN J WILLIAMS

- 9.1 *Learning objectives* 182
- 9.2 *The importance of content* 182
- 9.3 *Planning for content* 183
 - 9.3.1 *Content ideation* 183
 - 9.3.2 *Sequencing and scheduling for each stage of the persona journey* 185
 - 9.3.3 *Defining benchmarks* 187
- 9.4 *Content actions* 188
 - 9.4.1 *Creating content* 188
 - 9.4.2 *Customisation for specific channels* 191
 - 9.4.3 *Amplification tactics* 192
- 9.5 *Observing and monitoring content* 194
 - 9.5.1 *Content tracking and monitoring* 194
 - 9.5.2 *Audit content performance* 194
- 9.6 *Reflection and evaluation of content* 195
 - 9.6.1 *Content evaluation* 195
 - 9.6.2 *Identifying gaps and new ideas* 195
- 9.7 *Summary* 195
- References* 196

10 Building an irresistible digital presence

197

ANA CRUZ AND STELIOS KARATZAS

- 10.1 *Learning objectives* 197
- 10.2 *Defining digital presence* 197
- 10.3 *Building presence* 198
- 10.4 *Brand equity* 199
- 10.5 *The rise of the social media-based brand* 201
- 10.6 *Social media presence* 202
- 10.7 *Developing a network of profiles* 204
- 10.8 *Paid, owned and earned media* 206
- 10.9 *Building a successful user experience* 208
- 10.10 *The principles of user experience design* 210
- 10.11 *Usability guide and testing* 210
- 10.12 *Responsive design* 211
- 10.13 *Website infrastructure* 212
- 10.14 *Information architecture* 213
- 10.15 *Content and website design* 214
- 10.16 *Summary* 215
- References* 215

11 The art of influencer marketing 217

ANA CRUZ, ALEX FENTON AND ALEXANDER CHRISTOV

- 11.1 *Learning objectives* 217
- 11.2 *Why use influencers for marketing* 217
- 11.3 *Making influencer marketing work* 220
 - 11.3.1 *Influencer types* 221
 - 11.3.2 *The rise of the virtual influencer* 222
- 11.4 *Selecting social media influencers* 223
 - 11.4.1 *Selecting influencers: the in-house approach* 224
 - 11.4.2 *Selecting influencers using external agencies* 225
- 11.5 *Collaborating with social media influencers* 225
 - 11.5.1 *Measuring success* 227
- 11.6 *Summary* 227
- References* 227

12 SEO strategy for a digital presence 229

ALEKSEJ HEINZE AND MONTSERRAT CANO

- 12.1 *Learning objectives* 229
- 12.2 *The importance of search engines* 229
- 12.3 *The business model of search engines* 230
 - 12.3.1 *Working with search engine algorithms* 230
 - 12.3.2 *The ethics of search engine optimisation* 232
 - 12.3.3 *Competitor and market research* 233
 - 12.3.4 *Ethical and sustainability considerations* 233
- 12.4 *How search engines work* 236
- 12.5 *Implementing search engine optimisation* 239
 - 12.5.1 *Semantic SEO strategy and keyword identification* 239
 - 12.5.2 *The keyword phrase research and prioritisation process* 241
- 12.6 *Keyword clustering and cannibalisation* 246
- 12.7 *Measuring SEO strategy efforts* 247
- 12.8 *Summary* 248
- References* 249

13 Using search engine optimisation to build trust 250

ALEKSEJ HEINZE AND MONTSERRAT CANO

- 13.1 *Learning objectives* 250
- 13.2 *Semantic search engine optimisation strategy* 250
 - 13.2.1 *Implementing effective search engine optimisation* 251

13.3	Technical SEO strategy	252
13.3.1	Sitemap.xml	253
13.3.2	Robots.txt	254
13.3.3	Structured data	255
13.3.4	Response codes	255
13.3.5	Accessibility	257
13.4	Global/local SEO strategy	258
13.4.1	International SEO strategy implementation	260
13.4.2	Local SEO strategy	261
13.5	On-page SEO strategy	261
13.5.1	Text optimisation	265
13.5.2	Image optimisation	266
13.6	Content	268
13.6.1	Text optimisation	269
13.6.2	Video optimisation	269
13.7	Off-page optimisation	270
13.7.1	Internal links	271
13.7.2	Building semantic clusters	272
13.8	Summary	273
	References	273

14 Orchestrating social media optimisation

274

ALEX FENTON, WASIM AHMED AND MAXWELL KIMAMO

14.1	Learning outcomes	274
14.2	The importance of social media	274
14.3	Social media tactics	275
14.4	Social capital and social media	275
14.5	Cultures	277
14.6	Sustainability and social media channels	278
14.7	Blogging channels	278
14.7.1	WordPress	279
14.7.2	Blogger	280
14.8	Organisation-to-stakeholder (B2C) channels	280
14.8.1	Facebook (parent company meta)	280
14.8.2	X (formerly twitter)	281
14.8.3	Threads (parent company meta)	282
14.8.4	Instagram (parent company meta)	282
14.9	Organisation-to-organisation (B2B) channels	283
14.9.1	LinkedIn	283
14.9.2	YouTube/Vimeo	283
14.9.3	WeChat	284

- 14.10 Social media optimisation 284
 - 14.10.1 Hashtags (# tags) 284
 - 14.10.2 Building an engaged community 285
 - 14.10.3 Creating a niche 285
 - 14.10.4 Creating a hook 286
 - 14.10.5 Trend awareness 286
 - 14.10.6 Reputation management 287

14.11 Summary 290

References 290

15 Demystifying paid advertising 291

ELENA VITKAUSKAITĖ AND DIDIER MAYEUR

- 15.1 Learning objectives 291
- 15.2 Paid advertising in context 291
- 15.3 Paid search marketing 292
 - 15.3.1 Google ads as a multi-channel system 294
 - 15.3.2 Paid marketing on different search engines 294
 - 15.3.3 How paid search marketing works 295
 - 15.3.4 Structuring an account 298
 - 15.3.5 Keyword alignment in paid search marketing 298
 - 15.3.6 Copy creation 300
 - 15.3.7 Remarketing possibilities 300
 - 15.3.8 Using the cost per mille (CPM) model 301
 - 15.3.9 Budget and bid management 302
 - 15.3.10 Continuous testing, monitoring and optimisation 302
- 15.4 Paid social media marketing 304
 - 15.4.1 Social media advertising systems 304
- 15.5 Affiliate marketing 306
- 15.6 Analysing paid marketing activities 307
- 15.7 Summary 307
- References 308

16 Curating on-the-go experience 309

MICHAEL EBIA, ALEKSEJ HEINZE AND GORDON FLETCHER

- 16.1 Learning objectives 309
- 16.2 What is mobile marketing? 309
 - 16.2.1 Mobile devices 310
 - 16.2.2 Insights 311
 - 16.2.3 Communications 312
 - 16.2.4 Limitations to successful mobile marketing 313

- 16.3 *The mobile persona journey* 314
 - 16.3.1 *Stimulus* 316
 - 16.3.2 *Zero moment of truth (ZMOT)* 317
 - 16.3.3 *First moment of truth (FMOT)* 319
 - 16.3.4 *Second moment of truth (SMOT)* 321
 - 16.3.5 *A mobile love affair* 323
- 16.4 *Performance goals* 324
- 16.5 *Summary* 325
- Acknowledgements* 325
- References* 325

17 Marketing to organisations in the digital era 327

ANA CRUZ AND ANNA TARABASZ

- 17.1 *Learning objectives* 327
- 17.2 *The importance of marketing to organisations* 327
- 17.3 *Marketing to people or to organisations* 328
 - 17.3.1 *Purchasing through tendering* 328
 - 17.3.2 *The organisational stakeholder persona* 331
 - 17.3.3 *Decision-making units in organisational contexts* 332
 - 17.3.4 *Channels* 335
 - 17.3.5 *Organisational personas in action* 336
- 17.4 *The SAVEC approach to organisational marketing* 336
- 17.5 *Relationship building in the age of artificial intelligence* 338
- 17.6 *Organisational strategic misalignment* 339
- 17.7 *Building effective organisational persona journeys* 341
- 17.8 *Summary* 344
- References* 344

18 The future of marketing 346

GORDON FLETCHER

- 18.1 *Learning objectives* 346
- 18.2 *The problem with predictions* 346
- 18.3 *A context for future marketing* 351
- 18.4 *Ideating data-oriented offerings* 353
- 18.5 *Problematising stakeholders* 356
- 18.6 *Future business models* 358
- 18.7 *Summary* 359
- Acknowledgements* 360
- References* 360