

达曼互动 零售消息月刊

社群媒体在零售业 的角色

揭开转载与销售的相关性



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在零售商和各大品牌首次进军Facebook、Twitter、Instagram、Pinterest及其他社群媒体网站时，大多希望能在这数位时代里把每一个“赞”、推文或是转帖，化为提升销售的直接助力。但有部分业者（依旧）保持质疑的态度，认为这些社群媒体不过是另一个短暂的风潮，最终还是难以对获利产生足够的影响力。

随着社群媒体平台渐趋成熟，甚至在近十年成为主流趋势的一部分（根据分析公司Statistica的统计，近75%的美国民众至少持有一个以上的社群媒体帐户），然而期待与现实总是隔着一段差距。确实有许多零售商与品牌商发现难以量化每次社群媒体互动所带来的直接销售影响。例如，饮料界的CPG（快速消费品）可

可口可乐在2013年公布的研究中显示，在社群媒体形成话题（或口碑）对于短期销售并无实质影响。科技大厂IBM同样也在2013年提出研究报告，指出不到1%的电子商务网站访问是来自社群媒体的转介。但是，所以开始出现这类调查结果，或许是因为所评量的仅是投资回报率(ROI)，而非社群媒体的实际价值(actual value)。



但若一直无法评量直接销售的关联性，又如何得知社群媒体的重要性？首先，消费者向我们透露这类互动很重要，并且可在他们选购商品的诸多环节里扮演关键的角色。例如，Interactions最近的零售认知 (*Retail Perceptions*) 研究显示，64%的消费者会在购买前，先利用社群媒体进行调查，58%曾经通过社群媒体认识新的零售商。甚至，有超过75%的社群媒体用户，希望零售商能够跨足社群媒体平台，相对于不使用社群媒体的零售商，将近半成的消费者偏好在社群媒体上向那些与他们互动的零售商购买。

除了上述的调查结果之外，许多主流零售商也率先发现社群媒体在其全渠道战略中的重要地位。像是时尚零售巨头Nordstrom就在过去五年内，投资预算于各种新战略，希望能结合网上购物和线下购物两种消费体验。作为其策略的一部分，Nordstrom在零售

业也发展出一套极具吸引力的Pinterest营销方式。他们不仅鼓励消费者通过经营或是更新各种Pinterest页面，来认识更多新商品，同时也通过从Pinterest获得的反馈意见，制定实体店的促销和推广。Nordstrom每周都会分析出最受欢迎的Pins，并在其店内特别突显那些商品，加上标记甚至还附上带有Pinterest徽标的推广标示和牌卡。

达曼互动的全球IT副总裁Lance Eliot表示：“通过科技运用和联动……不仅能吸引消费者的目光，更使他们体悟到自己随时都与手中[店内]的科技同在。总而言之，零售商在促进消费者体验的同时，也通过信息流通、娱乐效果与共同参与，提升顾客的忠诚度，达到增加营收与顾客满意的双赢局面。”

除了巩固Pinterest上的曝光率之外，Nordstrom也抢先在Instagram的网源中提供「喜欢就买」(Like2Buy)的按钮。让用户不只能替零售商的产品留下赞或评论，也可以快速

地掌握商品价格、或是当地商店的库存量、以及能否网上订购等信息。

根据一份刊载在哈佛商业评论的个案研究中显示，在近五年内，Nordstrom的数字参与创新足以左右超过50%的营收，当然这个营收上的成长不是只仰赖社群媒体的宣传。不过，哈佛商业评论的作者也指出，这反映了Nordstrom的苦心经营，通过包含社群媒体在内的各种渠道，努力与消费者互动并提供更好的服务，使得这个百年老店能不畏数字时代的洪流，得以享受甜美的成果。

Whole Foods 是另一个作为美国国内大型零售商，成功利用社群媒体进行消费者参与及教育的绝佳范例。和Nordstrom一样，Whole Foods 将重点放在如何结合社群媒体与实体店体验上。Natanya Anderson将自己定位为Whole Foods 的社群媒体与数字营销总监，她说自己工作中有很大一部分在于“思考如何整合所有 [我们在当地与品牌上投注的社群媒体资源] 到营销

活动中，特别是在店内环顾所及的商品。让客户不论是在实体店或是在网上 [购物的过程之间]，都能享有全面的消费体验。”

为了达成以上目标，除了维持官方的社群媒体帐户之外，Whole Foods也选择让旗下超过300间的分店拥有专属帐户。如此一来，各分店便能发一些更贴近消费者、更加当地化的帖子内容，并且可以立即取得。例如，许多本地的Whole Foods分店都会分享该店专属的近期活动信息，让社群媒体上的推客知道。各分店也会选择展示受到特定市场喜爱的商品或是食谱，从亚特兰大的烤肉，到圣地亚哥的柠汁腌鱼都有。

Whole Foods 透过这个策略，将社群媒体转化为服务当地消费者的工具。例如，想知道家里附近的Whole Foods那天有没有新鲜进货的鲑鱼吗？不用亲自走到店家，只要先推个文询问就好。或是想买到你最爱的能量棒？照张相，然后分享到Instagram上，就有可能得到你想知道的答案。

在Whole Foods的2014年年度报告中，就特别指出社群媒体在整体营销与广告策略中起了关键作用。报告中提到：“普遍相较于其他超市，我们在付费媒体与营销上的投资相对较少，大约仅占2014财政年度销售总额的0.4%销售另一方面]我们也得益于宝贵的免费媒体、社群媒体和口碑宣传。”

对于部分仍然质疑社群媒体价值的品牌和零售商而言，如同前面所提及，问题也许出在对于成效的期待不同。例如，由小型商业目录供应商Manta所执行的调查，显示只有大约40%的小型企业家，在投资社群媒体之后，感觉到在销售上有直接的投资回报。但这并不是觉得投资社群媒体很划算，或是懂得个中之道的零售商或各大品牌所关心的重点。根据研究机构Aberdeen Group的报告，反而他们在意的是投资报酬率，像是增加客群、促进消费者参与和提升品牌形象等。

对于想经营、或是提升自家社群媒体曝光度的零售商和品牌而言，为了宣传这类效益所付出的努力，可能是未来成功的关键。

像是Nordstrom、Whole Foods、Target、Doritos、Oreo和其他善于经营社群的零售商或快消品业者，会藉由经常发布新鲜的内容，与消费者进行个人互动来获取商机。这些零售商或品牌并不会强迫消费者接收他们想要给的信息，而是鼓励建立起双向沟通。他们选择透过发帖询问消费者，像是请他们票选出自己最爱的#超级杯零食 (#SuperBowlSnack)；或是尽量在一个小时以内，公开回复消费者的种种疑难杂症。

大体上来说，这证明了通过与消费者互动、强化顾客连结以及逐渐建立起口碑支持，再辅以精心规划的社群媒体操作，便能带领消费者从潜在客户转为死忠粉丝。过程也许一波三折，也绕了不少远路，但最后付出的心血终会化成回报。最危险的莫过于丝毫不去努力，白白流失四个人中有三个会在社群媒体上搜寻你的顾客。

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SOCIAL MEDIA'S ROLE IN RETAIL



Uncovering the link between shares and sales

By Retail News Insider

When retailers and brands first made their way onto Facebook, Twitter, Instagram, Pinterest and other social media sites, many hoped each “Like,” Tweet or Share would be the surefire answer to increasing sales in the digital age. But some remained (and still stand) unconvinced—seeing social media as just another hype that would, in the end, have little impact their bottom lines.

As social media platforms have matured and become part of the mainstream landscape over the last decade (with nearly 75 percent of Americans maintaining at least one social media profile, according to analytics firm Statistica), the reality seems to be falling somewhere in the middle. It’s true that many retailers and brands have found it difficult to quantify the direct sales impact of each social media interaction.

For example, Coca-Cola released a study in 2013 showing that social media mentions (or “buzz”) had no impact on short-term sales. Similarly, a 2013 study by technology firm IBM showed that less than 1 percent of visits to e-commerce sites come from social media referrals. But it’s

beginning to appear these types of findings may be due more to the way ROI is being measured than to social media’s actual value.

So how do we know social media is important if we can’t always measure a direct sales link? For starters, consumers are telling us these interactions are important and can play a key role in many aspects of their path to purchase. For example, Interactions’ most recent *Retail Perceptions* study showed that 64 percent of consumers use social media to research products before buying them, and 58 percent have been introduced to new retailers via social media. What’s more, over 75 percent of social media users expect retailers to have a social media presence, and nearly half prefer to

Nordstrom combines social media with in-store merchandising efforts.

(Photo courtesy of Nordstrom, Inc.)



shop with those connect with them on social media versus those who do not.

In addition to survey results like these, many leading retailers are finding out first-hand how significant a role social media can play in their overall omnichannel strategies. Take leading fashion retailer Nordstrom, who has invested in a variety of new strategies over the past five years to integrate the online and offline shopping experiences. As part of that strategy, Nordstrom has developed one of the most engaging Pinterest campaigns in retail. Not only does the retailer encourage consumers to discover new items by cultivating and updating a variety of Pinterest boards, it also uses the feedback it receives on Pinterest to guide its in-store merchandising efforts. Each week, the retailer analyzes the most popular Pins and features those items prominently in its stores, tagging them with signs, cards and clips marked with the Pinterest logo.

“By deploying technology... that enraptures the shopper and acknowledges that they are walking around with technology in-hand [inside the store] anyway, the retailer boosts the consumer experience and serves to inform, entertain, and engage, leading to heightened shopper loyalty, increased revenue and happy shoppers,” says Lance Eliot, Vice President of Global IT for Interactions.

In addition to its robust Pinterest presence, Nordstrom was also one of the first retailers to offer a “Like2Buy” button on its Instagram feed. This allows users not just to like and comment on the retailers offerings, but to quickly see how much the product costs, what local stores its available in and/or to buy it online.

According to a recent case study featured in the *Harvard Business Review*, Nordstrom’s innovations in digital engagement have played a critical role in the over 50 percent revenue growth they’ve achieved over

the past 5 years. This growth may not be solely the result of their social media campaigns. But as the *Harvard Business Review* authors note, it does reflect that their efforts to engage with and better serve the customers through **all channels**, including social media—and to keep an over 100-year-old company relevant in the digital age—have been rewarded with clear results.

Whole Foods is another good example of a prosperous national retailer who is successfully using social media to engage with and educate consumers. Like Nordstrom, Whole Foods places emphasis on tying its social media and in-store experiences together. Describing her role as Whole Food’s Director of Social Media and Digital Marketing, Natanya Anderson says that a big part of her job is “to figure out how we integrate all of [our local and brand level social media efforts] into our marketing campaigns, particularly the things that you see in our stores, so our customers have a holistic experience with us whether they’re in-store or online [between shopping trips].”

One way Whole Foods does this is by allowing each of its over 300 stores to have their own social media accounts, in addition to maintaining centralized corporate accounts. This allows the stores to post highly relevant, local content that shoppers can instantly connect with. For example, many local Whole Foods share upcoming events with their social media followers, which are specific to their individual stores. They also showcase products and recipes that are popular in their specific markets, from barbeque in Atlanta to ceviche in San Diego.

This strategy also enables Whole Foods to use social media as a local customer service tool. For example, want to know if your local Whole Foods has fresh, wild caught salmon in the seafood case that day? Save a trip to the store and send a tweet first to ask. Hoping they’ll carry your favorite energy bar? Take a photo and share it on Instagram. Chances are good you’ll get a reply.

In its 2014 Annual Report, Whole Foods specifically points out that social media is a key component of its overall marketing and advertising strategy. “We

generally invest less in paid media and marketing than other supermarkets—approximately 0.4% of our total sales in fiscal year 2014... [Instead] we benefit from valuable earned media, social media and word-of-mouth advocacy,” the report says.

As for those brands and retailers who still question the value of social media, as noted previously, the issue may be more with what they expect for results. For example, a survey by small business directory provider Manta showed that only about 40 percent of small business owners who had invested in social media felt they were getting a direct ROI in terms of sales. But that’s not what retailers and brands who feel social media is worth the investment—and who have success with it—focus on. Instead, they look more toward the ROI of things like increasing their consumer base, engaging with consumers and improving brand image, according to a study by research firm Aberdeen Group.

Efforts that promote these types of benefits can be the keys to success for retailers and brands looking to establish or grow their own social media presence. As social-savvy retailers and CPGs like Nordstrom, Whole Foods, Target, Doritos, Oreo and others have shown, frequent, fresh content that engages with consumers on a personal level can drive success. These retailers and brands don’t just push the message they want consumers to hear; rather they encourage two-way conversation. They pose questions to consumers—for example, asking them to vote for their favorite #SuperBowlSnack. And they respond to shoppers’ concerns, openly and often within just a few hours or less.

By and large, the evidence shows that by engaging consumers, strengthening ties and promoting word-of-mouth advocacy over time, a carefully crafted social media presence can lead consumers down the sales funnel. It may take more time and come with a few extra twists, but in the end, the effort can pay off. The greater danger may lie in not making the effort at all, and simply leaving what the three out of every four consumers who will search for you on social media find up to chance.