e-Marketing, m-Marketing and Social Media Marketing for Increased Impact of Project Results

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Abstract

All projects, including research, innovation and lifelong learning, need to disseminate and exploit their results and outputs for maximising the achievements and increasing sustainability beyond the lifetime of their development. However, the outcomes and outputs are often forgotten or poorly disseminated and exploited once the projects are completed. The French term "valorisation" is often used encompassing all activities that maximise the achievements of a project. Valorisation can contribute to the enhancement of the impact of EU funded projects and savings from not 're-inventing the wheel'. The emphasis of valorisation is on optimising the value of the project for diverse stakeholders (society, community, institutions, and individuals) and boosting its impact through strategy development and communication to stakeholders. This includes an understanding of stakeholder requirements for creation of a valorisation strategy and utilisation of marketing tools to reach potential stakeholders.

In this paper we mainly refer to innovation projects, since innovation is an important driver for organisational survival, sustainability, improvement, long-term productivity and economic growth. In order to launch innovation to the market, competences in dissemination and exploitation are required. We describe the importance of valorisation tools, including the tools for dissemination and exploitation of project results, so that they become valuable to interested stakeholders. We concentrate on three digital valorisation tools, namely e-marketing, m-marketing and social media marketing and demonstrate examples of measurement areas that can be used as a roadmap when creating key performance indicators for measurement of valorisation strategy fulfillment.

Keywords: e-Marketing, m-Marketing, Social Media Marketing, Valorisation

1 Introduction: Innovation

Recent trends in the world economy push organisations to produce innovative products and services for survival, sustainability and growth. Innovation is about finding new ways of doing things and of obtaining strategic advantage. In order to keep costs down and to improve productivity processes also need to be innovative.

The degree of unique offering and novelty in products or services, faster, cheaper, customised processes create the strategic advantage of innovation. Offering something unique, doing something in different ways, robust design through platforms others can build on, reconfiguring of parts and how systems work together can also be considered innovations providing strategic advantage (Tidd et al., 2001). Chesbrough (2003) argues that innovation is an invention implemented and taken to market.

Disruptive innovation changes social practices by changing consumer behaviour and causing disruption in the way business is done. Christensen (1997) argues that disruption innovations can initially be rejected by mainstream customers because they are not ready to use the new product or service. Important innovations may decline because the company developing the innovation failed to concentrate on new customers for the products or the services of the future. More players are brought into the game as innovation develops over time (Van de Ven et al., 2008). Customers, partnerships, company acquisitions, sponsors

and others create a complex network that engages in diverse transactions necessary in order to launch the innovation to the market.

2 Creating impact of Innovation

Innovation is created within projects, which can be either research projects, supported by e.g. European Research programmes, or projects within a company or within a cluster of companies. Neumann et al., (2010, 2011a, 2011b) demonstrate that the European Automotive, Aerospace, and medical industry is transforming into a networked cluster of stakeholders and partnerships, that jointly integrate larger innovative products. Strategies are developed by leading industries and stakeholder networks aiming to build infrastructures and networked grounds for idea creation (ideation), innovation evaluation and exploitation of ideas. A new trend is to build on social media based knowledge communities and software in order to create innovation networking based on regions and companies.

According to the 2012 Gartner Hype Cycle for Emerging Technology report that evaluates the maturity of more than 1900 technologies and trends in 92 areas, the 'Technology Trigger phase' in the hype cycle includes the building of a critical mass of interest which leads to a growing investment into the innovation as a successful start up.

Many innovative projects, however, seem to be missing an innovative business model and a good valorisation strategy. The French term valorisation is often used encompassing all activities that maximise the achievements of a project, including dissemination and exploitation of results and outputs.

In order to create impact of innovation in Europe, smaller European companies need to connect into expert clusters and stakeholder networks around leading industries in order to utilise organisational strategies of these pioneering and stronger organisations for acceptance and exploitation of their ideas in a broad sense. A good valorisation strategy is the starting point for dissemination and networking into clusters and partnerships that will create an impact of the European industry.

3 Valorisation

The word dissemination derives from Latin 'disseminare' ('dis' means to spread or scatter widely and 'semen' means seed) and indicate spreading of information to ensure that others benefit from experiences gained in a project. Exploitation of the results of project activities means that more people can share in the successes, experiences and lessons learned.

The European Commission (EU-LLP) defines dissemination and exploitation (Valorisation) as:

- *Promotion and awareness-raising is used primarily in the context of publicising the existence of programmes and initiatives, their aims, objectives and activities and the availability of funding for given purposes. This definition excludes the publicising of results. As such, promotion and raising awareness occurs primarily before and during the actual implementation of the programmes or initiatives*
- *Dissemination is defined as a planned process of providing information on the quality, relevance and effectiveness of the results of programmes and initiatives to key actors. It occurs as and when the results of programmes and initiatives become available.*
- *Exploitation consists of mainstreaming and multiplication. Mainstreaming is the planned process of transferring the successful results of programmes and initiatives to appropriate decision-makers in regulated local, regional, national or*

European systems. Multiplication is the planned process of convincing individual end-users to adopt and/or apply the results of programmes and initiatives.

In the recently published EU-leaflet the two main benefits of valorisation are the improved return on public and private investments and innovation. The leaflet states that 'effective valorisation requires the active involvement, at the project design stage, of the potential users and target groups who are to benefit from the project and who are ultimately expected to exploit the results'.

Valorisation also leads to deployment of the results of a project after its completion and a better transfer of results to potential interested stakeholders. By transferring and adapting results from one project (system) to another, substantial economies of scale are easily reached. New products are rapidly made available to new target groups and other contexts different from the original leading to reduced overall investment.

4 The Valorisation Project

A new valorisation competence is currently developed within a Leonardo da Vinci lifelong learning project and the frame of the European Certification and Qualification Association. The aim of the project is to support organisations in building competences in valorisation of results of innovations, research projects and lifelong learning projects. The ECQA Valorisation Expert Training and Certification (VALO) is two year project finishing in December 2013. The project aims at developing a new skill set and a job role qualification study program. The competencies in valorisation are customised for the European industry into an online study program complemented with an on-line examination and certification training and certification schema for Valorisation Experts. A pilot training will take place in the participating organisations member states (Austria, Finland, Greece, Ireland and the UK) and the study programme will be refined and improved based on systematic feedback.

Table 1 provides the skills developed during the training. The training material is modular, consisting of Units (U) and Elements (E). Every element consists of 3-6 Performance Criteria (what the learner will be able to do) in line with the European Qualification Framework (EQF). The training material is supported by exercises. The accredited training can either be provided in traditional or distance mode.

The same structure is used for trainings, self tests, exams and certificates ensuring a common Europe wide integrated infrastructure and training base. The ECQA Exams are computer-based and the multiple choice questions are randomly given by the system to each student in order to reach accuracy. Exams are generated from a large central question pool translated to several European languages. The training material and the exam-questions of the Valorisation job-role will be translated from English into Finnish, German and Greek.

Table 1. The Skill Card of the ECQA Valorisation Expert Training and Certification job-role

U1	**Understanding the importance concerning valorisation of innovation and EU project results**
U1E1	Introduction to valorisation (terms such as: broad and deep dissemination – exploitation: sustainability, value creation and mainstreaming)
U1E2	Innovation
U2	**Dissemination**
U2E1	Broad Dissemination
U2E2	Deep Dissemination
U2E3	Dissemination Strategy
U3	**Exploitation**
U3E1	Creating Stakeholder Value
U3E2	Sustainability
U3E3	Mainstreaming
U3E4	Exploitation strategy
U4	**Valorisation Methods**
U4E1	Diffusion
U4E2	Communication to potential stakeholders
U4E3	Valorisation channels - formal and informal valorisation
U4E4	Valorisation tools (cluster building, open innovation etc.)
U4E5	Intellectual Property Rights (IPR)

As the number of people who are taking the Valorisation Manager Certification grows (wider acceptance) the database of exercise and exam questions will grow. In order to make the system sustainable comprehensive and systematic updating, maintenance and quality assurance of the database are incorporated enabling wider dissemination, and providing a self-funding system. The ultimate measure of success will be the widespread dissemination and the sustainability of the project outcomes. The benefit will satisfy the requirements of all stakeholders starting from the individuals (teachers and learners), the participating organisations and the funding bodies. Valorisation of the results will feed back to the reviewing process of new research and development proposals to avoid duplication of effort and re-inventing the wheel (Siakas et al., 2012).

5 The creation of a Valorisation Strategy

The valorisation strategy aims at adapting the principles and practices of dissemination and exploitation of project results by taking into account the nature of expected project results and the intended users of the results. The strategy also considers how the eventual results are likely to benefit the future potential users and how the users are most likely to be reached. This includes:

- Focus on the needs of end users and target group from project inception;
- Optimisation of the value of the project;
- Enhancement of the visibility of the project;
- Improvement of the sustainability of outcomes and results;
- Strengthening of the impact of the projects;
- Transfer and adaptation of results for integration into targeted new contexts;

- Multiplication of project results;
- Influence and change of mainstream practice and policy-processes.

The valorisation strategy can be divided in broad or deep dissemination. This distinction makes it possible to target dissemination activities to the different target groups and guarantee a better and tailored information flow for each of the target groups. Broad dissemination includes communication with the broader environment (target group) of a project. This includes the public or other stakeholders not strongly involved with the project. Deep dissemination is communication with a specific target group. The target group receives tailored information about the progress or crucial steps within the project.

Exploitation is associated with the use of the project's results at different levels, during and after the implementation of the project. It is related to the necessary action that will bring visibility to the project in order to involve the target groups, end-users, stakeholders and transfer the results/products into their professionals' scope. Exploitation of the results of project activities means that more people can share in the successes, experiences and lessons learned. Exploitation requires appropriate mechanisms to make results more attractive for use by the target groups and to tailor the results to the needs of specific target groups, sectors or organisations.

Emphasis should be on sustainability, which is the capacity of the project to continue its functioning beyond its end. This is usually achieved by transferring the results to be used by new target groups or sectors. The valorisation strategy needs to be clear, realistic and achievable. It needs to include elaboration of an exploitation plan developed and revised during the project lifetime for the best use of exploitation opportunities.

A multi-channel dissemination strategy that guarantees visibility of the project activities and milestones during the implementation phases, as well as diffusion of information about achievements and project results after the end of the project is needed for successful utilisation of project outcomes. This comprises both traditional and electronic media for reaching potential users in different contexts. Cultural and language differences may be needed to be taken into consideration depending on the target groups.

Figure 1 shows the relationship of strategic intents.

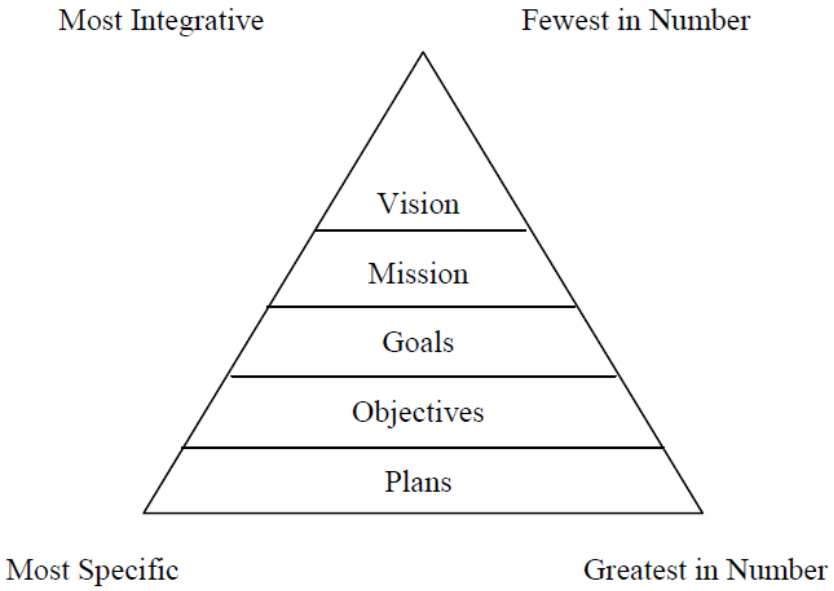

Figure 1: Hierarchy of Strategic Intent (adopted from Miller, 1998)

In strategic management the vision refers to mental images of the future, which become tangible in the form of mission statements. The mission statements define the primary purpose and articulate the responsibilities of the organisation (project) to its stakeholders. The goals are attempts to improve the performance of the organisation (project) by making mission statements more concrete. Objectives represent the operational definitions of goals in more precise terms and describe what needs to be accomplished in order to reach the goals. Plans are developed to help accomplish higher-level intentions (Miller, 1998).

When creating a valorisation strategy figure 1 can be used. The vision of the project needs to be made tangible by mission statements and further broken down in operational goals and measurable objectives.

This paper concentrates on digital marketing as valorisation tools. Questions that need to be answered when creating the valorisation strategy are:

- Is there a potential for Digital Marketing?
    - What are the core competences in our project?
    - How do we differentiate our project results from competitors?
    - Which stakeholders do we want to reach?
    - How are we going to reach the stakeholders?
    - Is any competitor utilising some forms of digital marketing?
- What are our strategic marketing objectives?
    - How do we maximise project outcomes?
    - Current customer base, new customers, new markets or new business areas
    - How do we increase profitability?
    - Higher revenue or lower costs? Strengthening our brand?
- What are the characteristics of our target group?
    - Who are potential stakeholders for digital marketing?
    - How do our (digital) marketing activities support face-to-face activities?
    - What are the suitable forms of (digital) marketing?
- What is the role of Digital Marketing in our project?
    - How does digital marketing match our vision of the future?
    - What is the roadmap? Short term vs. Long term.
    - What investments are required?
    - What is the payback?

In order to bring about a desired future and to achieve high project sustainability, an efficient and effective valorisation strategy is imperative. The valorisation strategy with its digital marketing component provides a foundation for tactical marketing across the lifecycle of the project outcomes for a powerful online value proposition.

6 Digital Marketing

Digital marketing involves the promotion of products and services by the use of digital distribution channels that reach customers and consumers in a personal, timely and a cost-effective manner. Digital markets are global, highly competitive with low entry barriers. New solutions are continuously developed and new markets continuously entered. Mostly, the digital marketing uses the Internet as it is currently the most popular channel for searching information, connecting with people and generating content to be used by other people.

In digital marketing it is important to take into consideration e-readiness and the digital divide. e-Readiness is the ability to use information and communication technologies (ICT) and digital divide refers to the gap between those who can effectively use new ICT tools, such as the Internet, and those who cannot. In fact there is not just one digital divide but

multiple divides which relate to a variety of factors such as: gender; age; 'ethnic clustering'; uncertainty of living/financial conditions; work insecurity, and social insecurity (Mancinelli, 2007). The marketer needs to have awareness of the target group characteristics regarding degree of social access to digital technologies.
Figure 2 shows the S-curve, which is important for understanding when digital marketing is most efficient.

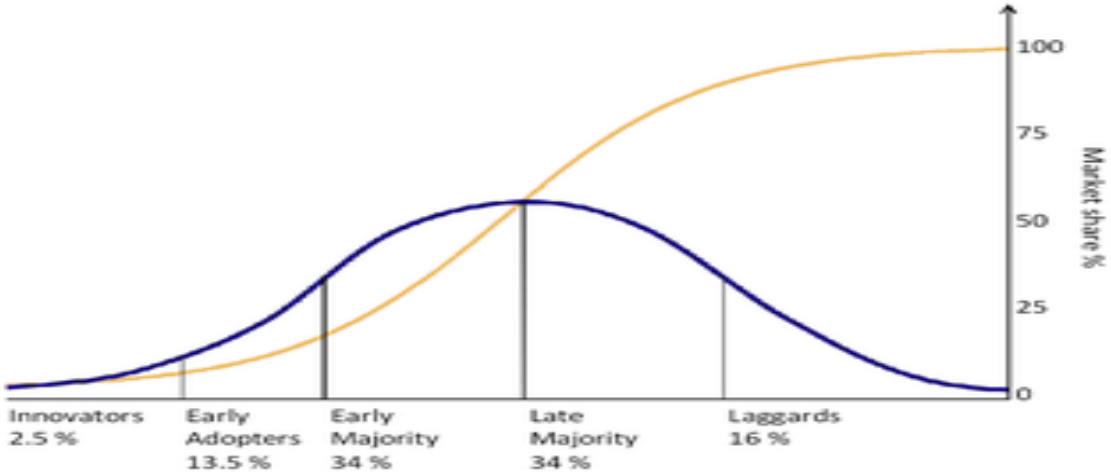

Figure 2: Take-up of new (digital) technologies

With successive groups of consumers adopting a new technology (shown in blue), its market share (yellow) will eventually reach the saturation level. In mathematics the S curve is known as the logistic function (Rogers, 1962; Fisher and Pry, 1971).

6.1 e-Marketing

e-Marketing refers to internet-based marketing and can be defined as the use of the Internet to achieve marketing objectives and support the concept of contemporary marketing. In practice, internet marketing includes on-line promotional techniques (e.g. links from and to other web sites, Search Engine Optimisation (SEO), Search Engine Marketing (SEM), web banners, e-mail advertising, lists, newsgroups) combined with the use of a company web site. The aims are to build customer relationship by acquiring new customers and by providing services to existing customers (Vlachopoulou, 2003).
Increasingly, business intelligence and intelligent agents identify customer characteristics to be used for targeted and personalised e-marketing (Siakas et al., 2008).

6.2 m-Marketing

Mobile marketing is "a set of practices that enables organizations to communicate and engage with their audience in an interactive and relevant manner through any mobile device or network" according to the Mobile Marketing Association. Mobile marketing involves communicating with the customer via a mobile device, in order to send a simple marketing message. However, mobile marketing is not about sending unwanted text messages to people or offering discounts, but instead a meaningful dialogue with the customers should take place. Communication and customer engagement are two key factors for successful mobile marketing (DigitalMarketingOne, 2011).
Customers can use their mobile device on own place, own pace and own time. Additionally most people have a cell phone but may not be able to use a computer. So it is evident that

the digital illiteracy is lower in mobile devices compared to computers and thus mobile marketing can reach wider target groups.
The Global Positioning System (GPS) offers contemporary mobile services that can be used for marketing purposes. For example, when a customer enters to a store, which uses a specific GPS system, the customer is identified and depending on his/her profile (stored in a Customer Relationship Management (CRM) data base) the system delivers targeted promotions to the cell phone of the customer. In another example, the mobile can locate a store in a certain area that has a specific product in stock that the customer is interested in.
With suitable software, the mobile device will gain more importance in the future. On one hand customers can be identified and offered customised services and on the other hand the customers can easily reach through their mobile device products and services that fulfil their requirements (price, quality, delivery, etc).

6.3 Social Media Marketing

Social media include internet and mobile based technologies used to turn communication into interactive dialogue (mediate human communication) among individuals, communities and organisations. Social media are the online platforms and tools that people use to share opinions, experiences (including photos, videos, music, insights) and perceptions with each other (Sims, 2013). Social Media use Web 2.0 technologies, expressed through social Customer and Supply Relationship Management (CRM & SRM), collective ideation and intelligence, capitalisation of the Wisdom of Crowds, bottom-up customer-driven support forums, and communities. Participants engage in all forms of social discourse by acting together to equalise the market positions of manufacturers, suppliers, business and organisational leaders, customers and stakeholders in general. Engagement in the Social Media means customers or stakeholders become active participants rather than viewers. The engagement process is essential to successful social marketing and to successful social business practices (Evans and McKee, 2010).
The choice of suitable Social Media Networks, such as facebook, twitter, blogs, wikis, newsletters etc., is important for obtaining expected results according to the marketing strategy. For example, targeted marketing is based on the characteristics of the target group we like to reach and the social media network should be chosen based on characteristics of the users of the Social Media (interests, age, gender etc.). Social Media Marketing is also called Word-of-mouth marketing or Viral Marketing, because it utilises the nature of the social networks and the engagement of the participants. It spreads and diffuses the context in a new manner by involving the target groups unconsciously through competitions, comments (posts), ratings and interactions in general.

7 Measuring success

Measurement is critical for acceptance by management and other stakeholders within an organisation. The following measures are usually used as a starting point when using digital media as valorisation activity:

- Website activities: visitors, first-time visitors, sources of traffic, time of visit, links followed etc. The Google Analytics tool can for example be used for these kinds of measurements.
- Social Activities: friends, followers, fans, members, comments, posts, ratings, votes and user created content etc.
- Quantity of references and posted content: blog links, re-tweets, commentary about brand or product, tags etc.

Evans and McKee (2010) provide the following table of basic social media analytics.

Table 2. Examples of basic social media analytics

Measurement	Sources	Details and Notes
Traffic Leads	Based on the sources of traffic arriving at your site.	Tie this to your current customers' behavior.
Membership Level	The number of fans and followers, or subscribers if the content is offered as a free or for-pay subscription.	How many of your fans are also followers? What percentage is active in more than one channel?
Member Activity	Number of members (registrants) versus and actual unique visitors.	What percentage of your membership base is visiting you with some regularity?
Conversions	Google Analytics, Your conversion funnel.	What share of your social traffic is actually completing the activities you have defined?
Mentions	Social Media Analytics, Tweetdeck, similar counts.	How many people are talking about you? What are the trends over time?
Virality	Send-to-Friend, cross-posts, Diggs, similar.	How much (or how little) is your content being spread?

The measures are built on selected fundamental measurement areas and connected to a business context. They can be used as a roadmap when creating key performance indicators for measurement of valorisation strategy fulfillment.

8 Conclusion

The possibilities for innovative valorisation have significantly increased in the Digital Age. All research, innovation and lifelong learning projects need to disseminate and exploit their results and outputs for maximising the achievements of the project and increasing sustainability beyond the lifetime of their development. Many projects do not, however, have a good valorisation strategy and use poor digital means for valorisation.

In this paper we described the creation of a valorisation strategy and three valorisation tools (e-marketing, m-marketing and social media marketing) for effective digital promotion of project results and outcomes. The most important, however, is the creation of Key Performance Indicators and related targets in order to measure the achievement and performance of the valorisation strategy.

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