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Social Media Marketing in Business to Business Markets

Master's Thesis for obtaining the academic degree

Master of Business Administration (MBA)

of Danube University Krems

Department for Management and Economics – Danube Business School

Submitted by

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1 Abstract

Adequate marketing activities are the base of the success of products, brands and companies. In the course of the time different models got developed to get products and services into the market. The bases of all marketing activities are the available marketing channels. The last decade with the beginning of the expansion of the Internet was dominated by the appearance of new marketing channels driven by new technologies introduced with Web 2.0. Amongst others Social Media Marketing got a headword for new marketing channels with huge potential.

The author researches the possibilities to acquire new customers with Social Networks focused on the business-to-business sector. Currently a lot of companies try to start their activities within Social Networks; the most of them do not have proper strategies for the new media. The on hand Master Thesis gives insights and approaches to set up marketing strategies and points out the value that can be generated with help of Social Networks. Furthermore a model to implement a Social Media Marketing strategy is shown, the model is based on the results of the research. In general the research shows that acquiring new customers may not be the major goal of Social Media Marketing strategies. Nevertheless companies must not miss to contribute to this new Media. Social Media is not just a new tool for marketing departments; it becomes an integrated part of the corporate culture to be successful in strengthening the brand and reputation of a company.

2 Abstract (in German)

Die Basis für erfolgreiche Produkte, Marken und Unternehmen sind adäquate Marketingstrategien unter Verwendung von entsprechenden Marketinginstrumenten. Diese haben sich vor allem in der letzten Dekade mit neuen Internettechnologien wie Web 2.0 massiv verändert. Ein aufstrebender Bereich aus dieser Technologie sind soziale Netzwerke, welche ein enormes Potenzial für Marketingaktivitäten bieten und völlig neue Kommunikationskanäle öffnen.

Im Rahmen dieser Master Thesis untersucht der Autor, ob mithilfe von sozialen Netzwerken Neukunden im „business-to-business“ Markt akquiriert werden können. Derzeit sind viele Unternehmen ohne entsprechende Social Media Marketingstrategie tätig. Die Master Thesis zeigt Lösungswege und Strategien, um Social Media Marketing auf Basis sozialer Netzwerke erfolgreich zu betreiben.

Kundenakquisition als Primärziel ist gemäß der Studie nicht zielführend, trotzdem ist eine Teilnahme an sozialen Netzwerken unabdingbar, um nicht aus der Kommunikation über eigene Unternehmensprodukte ausgeschlossen zu werden. Hierzu ist ein Kulturwechsel im Unternehmen erforderlich und sollte als integraler Bestandteil von Marketing und Öffentlichkeitsarbeit gesehen werden.

3 Table of Contents

- 1 Abstract 3
- 2 Abstract (in German) 4
- 3 Table of Contents 5
- 4 Index of Illustrations..... 9
- 5 Index of Tables 12
- 6 Executive Summary..... 13
- 7 Introduction..... 16
- 8 Social Media Marketing – Introduction and overview 17
 - 8.1 Web 2.0..... 17
 - 8.1.1 The Web as Platform 18
 - 8.1.2 Harnessing Collective Intelligence 18
 - 8.1.3 Data is the Next Intel Inside 19
 - 8.1.4 End of the Software Release Cycle 19
 - 8.1.5 Lightweight Programming Models..... 19
 - 8.1.6 Software Above the Level of a Single Device 20
 - 8.1.7 Rich User Experiences 20
 - 8.1.8 The Long Tail – new chances for niche products..... 20
 - 8.2 Social Media..... 21
 - 8.3 Social Software 22
 - 8.4 Social Media Marketing 24
 - 8.4.1 Social Media Marketing compared to traditional marketing strategies .. 28
 - 8.4.2 Social Community Campaigns – Promotional Possibilities 31
 - 8.5 Restrictions with traditional advertisement 32
 - 8.5.1 Television, Radio, Print advertisement..... 32

8.5.2	Classical online advertisement.....	32
8.6	Development of online advertisement	33
8.7	Evolution of Communication channels.....	34
8.8	Social Media and Corporate Communications	36
8.8.1	Word of mouth and Viral Marketing.....	37
8.9	The Social Media Ecosystem	41
8.9.1	Social networking.....	42
8.9.2	Publish	43
8.9.3	Photo Sharing	43
8.9.4	Audio.....	43
8.9.5	Video.....	43
8.9.6	Micro blogging.....	44
8.9.7	Live casting	44
8.9.8	Virtual Worlds.....	44
8.9.9	Gaming	44
8.9.10	Productivity applications	45
8.9.11	Aggregators	45
8.9.12	RSS	45
8.9.13	Search	45
8.9.14	Mobile.....	46
8.9.15	Interpersonal.....	46
8.10	Social Networks	47
8.10.1	Facebook.....	47
8.10.2	MySpace.....	49
8.10.3	LinkedIn	49
8.10.4	Xing	51

8.11	The Social Media Strategy	52
8.11.1	The ACCESS Model	52
8.12	Social Media Marketing in business-to-business environment	55
8.12.1	Reasons for Social Media activities	57
8.12.2	Current Situation	58
8.12.3	General conditions for Social Media Marketing	59
8.12.4	Yankee Group Survey	61
8.12.5	Social Media Monitoring	64
8.12.6	Best practice of Social Media in business-to-business	65
9	Research on Social Media usage and expectations	67
9.1	Introduction	67
9.2	Problem definition	67
9.3	Analysis of the original situation	68
9.4	Structuring of the problem	68
9.5	Definition of the target	70
9.6	Procedure	70
9.6.1	Qualitative research	70
9.6.2	Quantitative research	72
9.6.3	Comparative research	76
9.7	Results	76
9.7.1	Qualitative Research	76
9.7.2	Quantitative Research	89
9.8	Conclusions and final thesis	107
9.8.1	Social Media – Success or Disappointment	109
9.8.2	PIP - Model	112
9.9	Summary	118

9.9.1	Conclusions and suggestions	119
10	Bibliography.....	121
10.1	Independent work (books and publications)	121
10.2	Non independent Book Compilations (In quote).....	122
10.3	Internet quotes	122
11	Appendix	126
11.1	Survey Social Media Networks English	126
11.2	Survey Social Media Networks German.....	137
11.3	Survey Invitation Text German	150
11.4	Qualitative Interviews	151
11.4.1	Questionnaire German	151
11.4.2	Transcription of the interviews	152
11.4.3	Interview with Interviewee 1.....	153
11.4.4	Interview with Interviewee 2.....	156
11.4.5	Interview with Interviewee 3.....	159
11.4.6	Interview with Interviewee 4.....	161

4 Index of Illustrations

Figure 1 – Web 2.0 Meme Map 18

Figure 2 – The Long Tail 21

Figure 3 – Social Software versus Social Media..... 24

Figure 4 – Viral Marketing..... 27

Figure 5 – 1:1 communication 28

Figure 6 – 1:n communication 29

Figure 7 – n:n communication 29

Figure 8 – A brief history of online advertisement..... 33

Figure 9 – Evolution of Communication Channels..... 34

Figure 10 – Communications channels today and 2013..... 35

Figure 11 – Expected development of communication channels..... 36

Figure 12 – Social Media Categories..... 42

Figure 13 – Facebook Logo..... 47

Figure 14 – MySpace Logo..... 49

Figure 15 – LinkedIn Logo 49

Figure 16 – Xing logo 51

Figure 17 – Activities of brand versus feedback of the online Community..... 59

Figure 18 – Social Media habits – Service Access 62

Figure 19 – Social Media habits at the Workplace..... 63

Figure 20 – Work packages of the research 69

Figure 21 – Objectives of the quantitative research..... 73

Figure 22 – Survey Invitation	76
Figure 23 – Components of Data Analysis	77
Figure 24 – Social Network usage	90
Figure 25 – Xing usage vs. LinkedIn usage.....	91
Figure 26 – Xing usage frequency	91
Figure 27 – Frequency of contribution	92
Figure 28 – Reasons for not contributing.....	93
Figure 29 – Reasons for participating Social Networks	95
Figure 30 – Key Findings of reasons for participation.....	96
Figure 31 – Importance of social networks in the profession of participants.....	97
Figure 32 – Importance of social networks in the profession of participants sorted by business segments	98
Figure 33 – Objectives of Social Media	99
Figure 34 – Influence of Social Networks in buying decisions	100
Figure 35 – Share of people that already did business within Social Networks	101
Figure 36 – Traditional marketing efforts vs. Social Media Marketing efforts	101
Figure 37 – Age distribution of interviewees	102
Figure 38 – Nationality.....	103
Figure 39 – Size of companies of the interviewees	103
Figure 40 – Market Segment of contributed people.....	104
Figure 41 – Decisions maker	104
Figure 42 – Budget Responsibility	104
Figure 43 – Career Level.....	105

Figure 44 – The "Killer" Logo used by supporters 111

Figure 45 – PIP Model..... 113

5 Index of Tables

- Table 1 – Types of communication - overview..... 30
- Table 2 – Social Community Campaigns – Promotional Possibilities 32
- Table 3 – Word of mouth versus Viral Marketing 40
- Table 4 – Questionnaire English..... 71
- Table 5 – Addressed people for the online survey..... 75
- Table 6 – Interview partners 79
- Table 7 – Paraphrased, translated content of the interviews 83
- Table 8 – Key Statements of the interviewees, sorted by questions..... 86
- Table 9 – Assembled, summarized answers 88
- Table 10 – Questionnaire German 151
- Table 11 – Questionnaire German – Additional Questions..... 152
- Table 12 – Interview partners 152

6 Executive Summary

The advertisement and marketing environment has significantly changed in the last decade. The penetration of the Internet is growing and consumers are exploring the Internet more and more. The established and proven marketing models can be applied to internet applications but they are not going to use the huge potential that could be used with new technologies. Growing businesses in the Internet are Social Networks like Facebook, StudyVZ, Xing or LinkedIn. The business-to-business environment platforms like the latter two (Xing, LinkedIn) are the dominating platforms, these are especially designed for the needs of business-to-business communication. As these platforms are highly interactive, new models for marketing needs to be developed.

The objective of the Master Thesis is to prove the possibilities to acquire new business and maintain customers with the help of Social Networks and Social Media in the business-to-business sector. The research takes place on the base of the Social Network platform Xing, which is the most popular one in the German speaking countries.

This Master Thesis will be accomplished in cooperation with Siemens Enterprise Communications Austria GmbH. Siemens Enterprise Communications is a provider of end-to-end enterprise communications; including voice, network infrastructure and security solutions.

Siemens Enterprise Communications is going to generate new business with help of the traditional distribution channels as well as via new Social Media and Social Networks. As Xing is the leading business Social Network in the German speaking countries it offers an interesting opportunity to maintain and support customers as well as to generate and acquire new customers.

The main question of the Master Thesis is to research if it is possible to generate and maintain business and customers via the platform Xing.

To research the topic the author decided to apply a combination of different research methods. The Master Thesis analyzes the question on base of a qualitative, a quantitative and a comparative research.

The qualitative part will be based on expert interviews. Therefore the author has chosen several moderators of Social Networks Groups to participate an interview. These moderators are responsible for their groups and already have experience with Social Media activities in those networks. The aim was to get deeper insights about their experiences and the dynamic of the interaction in these groups. The motivation and value for their participation is a central question in these interviews.

Besides the qualitative part a quantitative approach will be used as well. For that reason an online survey has been built. The survey asked the participants about their behavior in Social Networks as well as their needs and expectations. The main target group for the survey was the customer base of Siemens Enterprise Communications and members of relative Social Network groups.

Following the results got compared with the theory introduced in the first part of the Master Thesis as well as with different surveys and studies which have been published by different organizations. Those studies will be highlighted throughout the Master Thesis and referenced on different places.

Finally a model to implement a Social Media Marketing strategy has been developed and presented. The model is based on the literature and the results and insights of the research of this Master Thesis. The aim of the model is to give an assistance to start a Social Media presence and to prevent failures of other companies that are shown in different case studies and examples within this Master Thesis.

The results of the conducted qualitative and quantitative methods correlated in the essential questions. The survey primarily addressed Siemens Enterprise Communications customers and related groups in Social Networks. As the response rate was very low, the target group got expanded to reach more people and a more accurate result. As the response rate still did not reach a sample which guaranteed a valid result, the answers got analyzed critically and it must be indicated at that point

that the results cannot be concluded to the whole population of contributing Internet users working in the focused area.

The aim of many Austrian companies to get active on Social Media Networks is to generate business. This could be an indirect goal but an outcome of the research is that Social Media is not an instrument to gain new customers or new projects. The top arguments for users are to acquire new information about topics and to share their experiences. Therefore it is evident that companies have to create a place where customers and prospective partners are able to share their opinions at an uncensored place. This gives a good chance to monitor their reputation on the web and increase the attention for their brand and products. An absence of companies in Social Media is a threat because discussions will take place on alternative platforms where companies have hardly influence on the topics published and are not able to comment in a proper way. Furthermore the corporate culture has to be adopted to make all employees ready and to get known that if they contribute they are able to speak in the company's name.

A strong community is essential to start viral marketing campaigns via Social Media. Direct influence on the buying behavior or on buying decisions do not take place via Social Media today. A major part of the community is member of Xing and using that platform for discussions, so Xing is a good place for starting Social Media activities. The participants of both studies agree that Social Media is not a replace of current marketing strategies; it is an essential add-on of up to date marketing activities.

7 Introduction

The advertisement and marketing environment has changed significantly in the last decade. The penetration and usage of the Internet is growing and consumers are using the Internet more and more. The conventional marketing models and marketing strategies do not make use of the possibilities of the Internet efficiently therefore a huge opportunity for acquiring new customers gets lost.

One approach using the new possibilities in the Internet is Social Media Marketing. Social Media Marketing is a process to reach people in a broad community which would not be reached by traditional Marketing channels. Social Media Marketing addresses a huge community and not individual people.¹

A possibility to implement Social Media Marketing is to make use of Social Networks. On the Internet a big variety of Social Networks can be found. Famous platforms are Facebook, StudyVZ, Xing or LinkedIn. The Master Thesis will give an overview of these and other platforms and will further on focus on the business platform Xing. The main focus of the Master Thesis is the Business to Business segment.

¹ cf Weinberg, T. (2010): Social Media Marketing - Strategien für Twitter, Facebook & Co., Beijing, O'Reilly, 4, translation by author.

8 Social Media Marketing – Introduction and overview

The following chapter gives an overview about Social Media Marketing and the development of marketing in the Internet. The paper explains the technical basics as well as the consumer habits in consuming advertisement. Furthermore an overview about the Social Media Marketing Ecosystem is given with its most important use cases.

8.1 Web 2.0

The concept and idea of Web 2.0 goes back to 2004 to a brainstorming session between Tim O'Reilly and MediaLive International. At that time the Web recovered from the Internet bubble collapse in 2000 and new innovative platforms and applications raised.

There is no exact definition of Web 2.0 and it cannot be distinguished exactly from Web 1.0 but in general Web 2.0 is an aggregation of concepts and technologies which identifies the new area of the World Wide Web.

To visualize those concepts Tim O'Reilly developed a map which is shown in Figure 1.

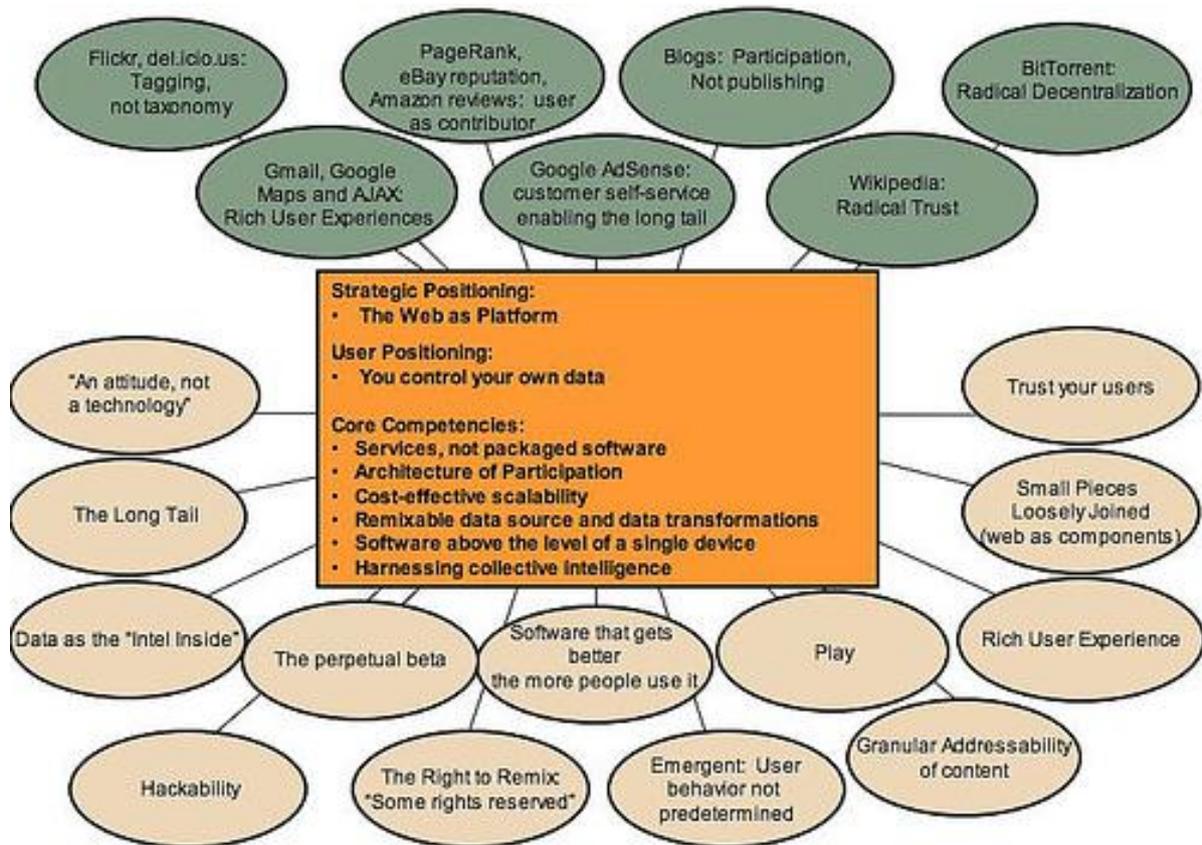


Figure 1 – Web 2.0 Meme Map²

O'Reilly summarizes the term and idea behind Web 2.0 in following pillars:

8.1.1 The Web as Platform

In the Web 1.0 area the Internet was a collection of Websites that just showed static information. With Web 2.0 the Internet transforms into a platform where applications move from the client to the Web, so the Web transforms to a service platform. In former times all applications ran locally on the PC and had to be maintained, with Web 2.0 these activities move into the Web.

8.1.2 Harnessing Collective Intelligence

The Internet is going to be more interactive. Web Sites are not static and driven by defined groups of people or a company. All Internet users are able to add content

² cf O'Reilly, Tim (2005): What Is Web 2.0, <http://oreilly.com/web2/archive/what-is-web-20.html>.

and new sites, so the Internet grows through the collective. A famous example is Wikipedia where everybody is able to contribute and share the knowledge with the others.

8.1.3 Data is the Next Intel Inside

The base of the most internet application is a comprehensive database in the background. Google maps with its map database, eBay with its product database or Yahoo with its Web crawl database. These databases are a big value for the companies. In Web 2.0 that concepts transforms more and more into open databases with user added value where all users contribute to generate a whole. Wikipedia as example became a huge knowledge collection which has in some categories voted better than closed encyclopedias. OpenStreetMap is another example.

8.1.4 End of the Software Release Cycle

As described above applications and software move from local Software packaging and installation to Web applications and Web services in the internet. A result is that on the local PC less applications needs to be installed. An advantage of that development is that there is less need to install, upgrade, update and maintain the PC for the user. Operations get core competence of the companies.

Web applications in the internet never reach a final status and are further developed. The latest status is always available for the user, in the best case the user does not recognize at all if updates get applied. Services are released perpetual.

8.1.5 Lightweight Programming Models

O'Reilly discusses on that point avoiding complex systems and suggests using easy technologies and services that can be reused by others. The idea is to be extensible from any user. This leads to further development from a big community. The simplicity of the users decreases the effort for individuals to contribute to the development.

8.1.6 Software Above the Level of a Single Device

One feature of Web 2.0 are services that are independent from the used device, services can be used from everywhere. PCs are entry points as well as mobile phones or television sets or even cars.

8.1.7 Rich User Experiences

Web 2.0 enhances Web 1.0 with technologies to reach Rich User Experience. Before the Web 2.0 technologies were introduced, the internet was limited to very simple Web sites. It was not possible to realize user experience of locally installed applications with Web technologies. Web 2.0 introduces technologies that make it possible to implement applications with a new experience that reaches almost fat client user experience.

8.1.8 The Long Tail – new chances for niche products

One further thing to mention is the Long Tail which offers new chances for niche products. It is by contrast with the Pareto principle which says that 20 percent of the goods bring a return of 80 percent of the total turnover. Statistics of online shops like Rhapsody show that high revenue is made by niche products, these products sells more seldom but continuously.³

³ cf Anderson, C. (2006): The Long Tail: Why the Future of Business is Selling Less of More, New York, Hyperion, 19.

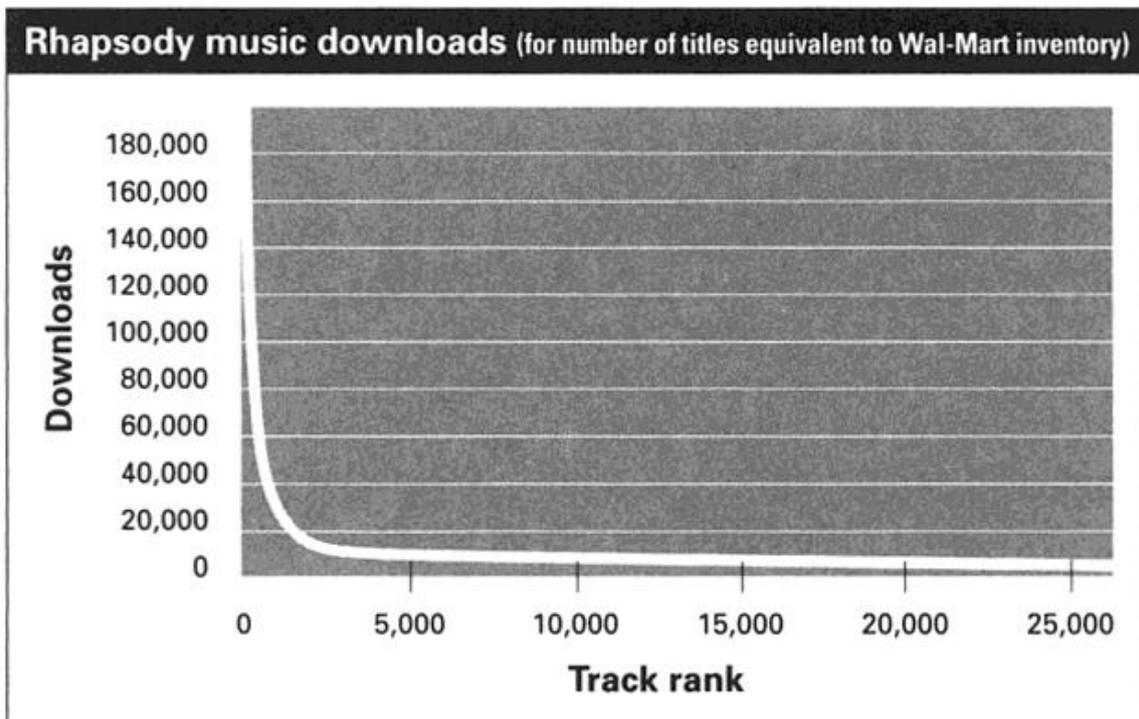


Figure 2 – The Long Tail⁴

The download statistics of the online shop Rhapsody shows that the line of the download volume goes down, but it never reaches zero. Usually resellers only focus on the high volume goods, but Web 2.0 enables the resellers to focus on niche products that have a huge potential on sales easier⁵.

As mainstream content makes up the bulk of the content in the Web there is still a huge amount of niche content. With the interactivity of Web 2.0 also the niche content can be covered. This is a central design pattern of Web 2.0.

8.2 Social Media

The term Social Media describes the exchange of information and experience with help of Community sites in the Internet.⁶ Social Media enables the people to share information across borders and worldwide communities accrue. Social Media enables

⁴ cf ibid

⁵ cf Figure 2

⁶ cf Weinberg, T. (2010), 1, translation by author

people to act interactively on topics; all members of the community can contribute and share their opinions.

Currently a huge variety of communities exists in the Internet. Some examples of Social Media activities are Social Media Blogs, Internet forums, Podcasts, Social Networks and many more. A classification of those will be shown in the next chapters.

“Social media refers to activities, practices, and behaviors among communities of people who gather online to share information, knowledge, and opinions using conversational media.”⁷

So the scope of Social Media is that everybody can contribute and create articles. The articles could be plain text but can also consist of pictures, videos or audio messages and get published to be accessible by everybody. The community receives the contribution and is able to react to that with self-chosen media types. These results in interactive discussions whereby the community is open minded to new meanings of the members. Because of that interaction all members are able to learn and develop their knowledge with help of the community.

The technical base for Social Media is offered by tools and services of Web 2.0.⁸ To implement the tools and services of Web 2.0 special Software is needed. These Software products are called Social Software. Social Software is explained in chapter 8.3.

8.3 Social Software

The term Social Software was introduced in 2002 to describe the growing group of applications that can be used to collaborate.⁹ In the following years the term Social Software became manifest in characterizing Social Software in the information

⁷ Safko, L., Brake D. (2009): The social media bible: tactics, tools, and strategies for business success, New Jersey, John Wiley & Sons, 6.

⁸ cf Hettler, U. (2010): Social Media Marketing - Marketing mit Blogs, Sozialen Netzwerken und weiteren Anwendungen des Web 2.0, München, Oldenburg Wissenschaftsverlag GmbH, 14, translation by author.

⁹ cf Renz, F. (2007): Praktiken des Social Networking, Boizenburg, Hülsbusch, 47, translation by author.

technology which task was to enable people to network over the Internet. Today the term Social Software defines Software that supports the human communication, interaction and collaboration.¹⁰ All Social Software products have in common that they are self-organized; the community contributes the content and shares information with others.

Examples of Social Software applications are Weblogs, Wikis, photo platforms like Flickr and also Social Networks like Facebook, LinkedIn or Xing. By considering the definition Social Software does also include conventional systems like email, groupware solutions, Instant Messaging. The difference with these systems is, that the communication takes place in a closed environment and can only reach a limited groups of people, also these Media does not bring forward community interaction. Nowadays the term Social Software is not used for these kind of solutions.

Traditional collaboration software and groupware solutions are usually structured with different permissions depending on the hierarchy of a project organization. In comparison Social Software is focused on the needs of each individual, the users can concentrate on their targets and can contribute to the needs of the others. This leads to a networked system with social relations and acts dynamically.

Another aspect of Social Software is that everybody goes public with his own identity; furthermore relations between the different users can be seen. This information enables new features like social feedbacks, ratings of users or adding comments. Each user has a virtual presence and virtual identity in the Web.

Hettler¹¹ structures Social Software in three categories, depending on the scope of use:

- Information Management: Exploring, rating, managing of online information
- Identity Management: Online presence of the user itself, presentation in the internet.

¹⁰ cf Hettler, U. (2010), 12, translation by author

¹¹ cf Hettler, U. (2010), 13, translation by author

- Relationship Management: Enables the user to create a Social Network with other people.

The terms Social Media and Social Software are similar defined and therefore difficult to border. Lately the term Social Media dominates over Social Software. The term Social Media focuses more on the communication and interaction relations whereby the term Social Software is more technical and brings the underlying software in focus.¹² Therefore the term Social Media is more applicable then Social Software which is only a group of Software applications.

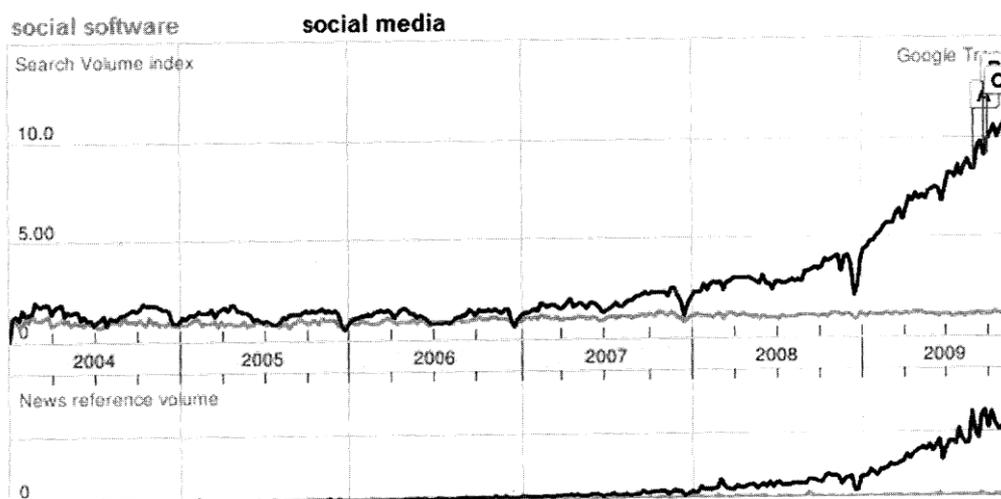


Figure 3 – Social Software versus Social Media¹³

Figure 3 shows the development of the terms Social Software and Social Media. It can be seen that the term Social Media becomes more important and that the term Social Software did not change in frequency of occurrence since 2007. The used statistic is an outcome of search frequency with Google search machine analyzed with Google Trends.

8.4 Social Media Marketing

Social Media Marketing is a process to reach people in a broad community which would not be reached by traditional marketing channels. Social Media Marketing

¹² cf ibid, translation by author

¹³ cf Hettler, U. (2010), 14, translation by author

addresses a huge community and not individual people.¹⁴ Social Media Marketing is not only placing commercials or ads on Social Networks. Social Media uses communities that share their thoughts; the task of Social Media Marketing is to place product information in a way that the community starts talking about it. This could be reached with listening to the community and answering at the right moment.

Traditional media like newspapers or television are one-way technologies and static broadcast technologies.¹⁵ The advertiser has to pay a lot to place ads. The person who receives the ad is forced to watch it but independent if the person likes or dislikes it he cannot react on it. With the Social Media Marketing concepts the receiver is able to react, the user can comment the ad, forward, ask questions and so on. This interactivity leads to immediate feedback for the company which sends the ads and on the other sites the message gets sent to the community and discussed there. So the ad reaches much more people than with the static approach. People deal with the topic and will internalize much more than with one-way commercial spots.

The core areas of Social Media Marketing are user generated content like user rated opinions to brands, suggestions for new products, video spots and so on. These contents give feedback to customer attitudes and are a good base for market researches.¹⁶

The engagement and creativity of the Internet users can be used to integrate Social Media Marketing as process into the product management, the ideas can be used to invite new features or products and will satisfy the customers that are able to support the design process. This will force the process for word-of-mouth advertising and will multiply the message to reach more receivers. If the target group can be reached emotionally they are going to identify and will support the Marketing activities.

Hettler defines three main use cases for Social Media Marketing:¹⁷

¹⁴ cf Weinberg, T. (2010), 4, translation by author

¹⁵ cf Zarrella, D. (2010): The social media marketing book, Sebastopol, O'Reilly, 1.

¹⁶ cf Hettler, U. (2010), 38, translation by author

¹⁷ cf ibid, translation by author

1. Open communication with the customer to figure out the customer's needs and satisfy all requirements of them.
2. Usage of Social Media to influence the customer to close deals or word-of-mouth recommendations.
3. Usage of Social Media Marketing as new way to support interaction and communication in the Web for market research as base for decisions and realizations.

Social Media Marketing makes it possible to have a direct and indirect two way communication to the customer. As the community is big, an advantage is to receive unfiltered, honest opinions that the company would not receive with other media.

Regarding Weinberg Social Marketing can reach following effects:¹⁸

- Increase customer visits on the company's Website

With the services of Social Media people can recommend the products. This leads to word-of-mouth advertising. One user recommends to his friends, the friends to their friends and so on. People visit the company's homepage more often and the advertising impact is higher.

Figure 4 illustrates Viral Marketing.

¹⁸ cf Weinberg, T. (2010), 5-6, translation by author

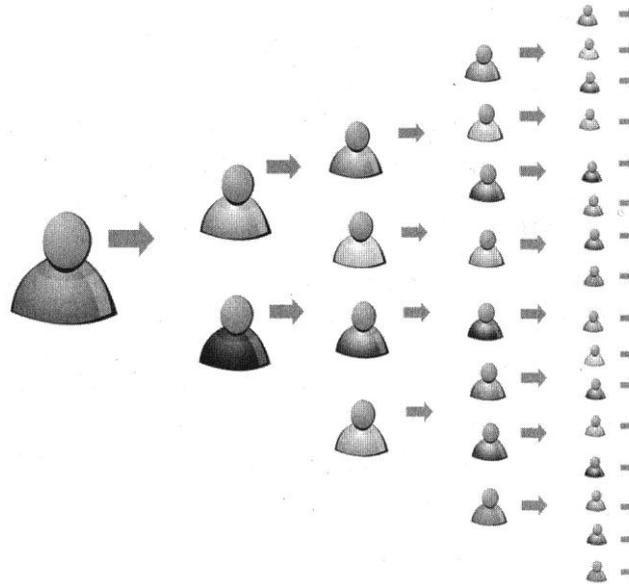


Figure 4 – Viral Marketing

- More relevant Hyperlinks on the company's Website

When people recommend products they are going to link to the products homepages on their Web Sites and Social profiles. This leads to a higher amount of link to the products Homepage which results in higher search results rankings in Web Search Engines like Google, Bing, Yahoo and others.

- Stronger Brand identification

When reaching a higher search ranking and with help of a bunch of recommendations, the brand is getting stronger and people will remember if they are going to need a product in the companies segment. As result the brand identification gets stronger if there is a perpetual presentation in different media.

- Offer a topic of conversation

One of the most effective results of Social Media Marketing is that people start talking to each other and the Social Media Marketing strategies give them new topics of conversation. So they are going to treat with these topics which lead to a higher awareness level and could also generate demand.

- Convince customer to buy the product

Same as with traditional media the goal is to sell services, solutions and products. A professional Social Media Marketing strategy will support this process due the above mentioned measures.

It can be seen that with Social Media communication the customer can be involved in many processes which activates this kind of communication to be extremely powerful. Beside winning more popularity about the company's brands and products the community can support the whole product development in early phases and the companies can win information to adopt products to fit into the customer's needs before they are launched. Market researches are getting more powerful and more meaningful.

8.4.1 Social Media Marketing compared to traditional marketing strategies

8.4.1.1 Differentiation of Media

Traditional Marketing strategies usually focus on two types of Media. One to one Media and one to n Media.¹⁹



Figure 5 – 1:1 communication

Figure 5 illustrates a 1:1 communication. This is usually a interpersonal communication on the phone, personal, email or postal letters. This method is a closed and not public communication

¹⁹ cf Hettler, U. (2010), 16, translation by author

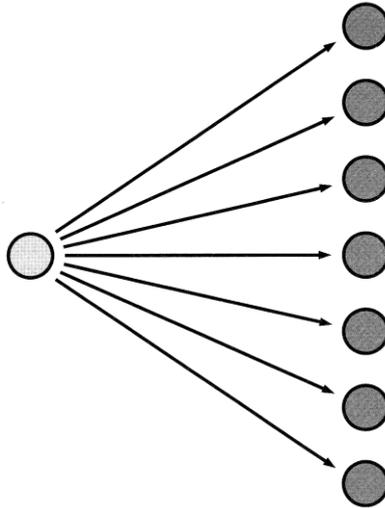


Figure 6 – 1:n communication

The 1:n communication²⁰ has one sender and many receivers. This type of communication is typical for mass media like newspapers or Television but also simple Web Sites with traditional Web 1.0 technology uses that method. The information is illustrated on their site and many people are going to receive the information. This Media type is typical for marketing campaigns where a company wants to reach a big audience.

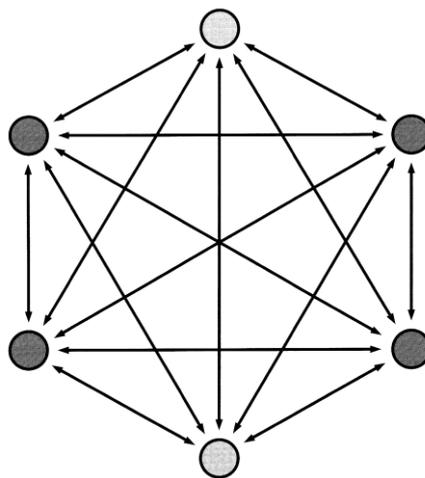


Figure 7 – n:n communication

²⁰ cf Figure 6

The n to n²¹ communication is characterized by a more complex communication structure. Everybody can be sender and receiver. This could be either a group of people sitting on a table and talking but in context with Social Media Marketing this media type can also be used with Web 2.0 in the Internet. In that case the sender would place his message to Social Media platforms. The receivers will read it and have the possibility to react and comment the message. These comments can be read by the sender but also by all other receivers which can comment again. The result is an interactive communication between all participating parties. This leads to much more powerful effect in communication. Furthermore the sender has the advantage to get immediate feedback on products and campaigns which makes it possible to react on negative emotions from the receivers.

Personal communication 1:1	Mass communication 1:n	Social Media Marketing communication n:n
Conversation and interaction between sender and receiver	Just one-way communication, for distribution of information	Everybody is sender and receiver
No publishing of user reviews	Very limited interaction with receivers possible	Highly interactive, big public impact
Information is private and should not be published, unfiltered communication	Journalist filter communication and published comments	Unfiltered, public communication
Immediate reaction on communication	Reactions of users with time delay	Immediate reaction of users published
Low technical access barrier	High technical access barrier	Low technical access barrier
Low economical access barrier	High economical access barrier	Low economical access barrier

Table 1 – Types of communication - overview²²

²¹ cf Figure 7

²² cf Hettler, U. (2010), 21, translation by author

It is evident that the behavior of the users changed since the penetration of the internet went higher. Since years users are gathering product information online from the Web. Before Social Media Marketing has started Marketing in the Internet was only a modified form of 1:n communication²³. 91 percent of the people between 14 and 29 years are online on a regular basis and therefore the Internet is more often used than radio or television. So the Internet as media gets the highest importance in the future.

Social Media Marketing is not only advertising, the impact is much higher. Social Media Marketing combined with customer service can affect the revenue of companies sustainable because it makes the relationship between a company and the customer stronger.²⁴

8.4.2 Social Community Campaigns – Promotional Possibilities

Social Media Marketing offers a variety of possibilities to promote. Tracy L. Tuten shows an extract of objectives that can be reached with Social Media Marketing:

Build brand awareness
Maximize cross and within-media integration
Research consumer behavior
Develop ideas for new marketing strategies
Drive traffic to corporate web sites
Increase site stickiness
Garner publicity from news coverage of social-media tactics
Improve search engine rankings
Build awareness of the brand
Enhance the brands reputation and image

²³ cf chapter 8.4.1.1

²⁴ cf Siemens Enterprise Communications GmbH & Co (2010): Unternehmenskommunikation mit Social Media, <http://www.siemens-enterprise.com/de/about/social-media/business-communications-with-social-media.aspx>, translation by author. Quoted from: Kingstone, S., Kerravala, Z. (2010): Social Media Means Serious Business, <http://www.siemens-enterprise.com/de/about/social-media/~media/internet%202010/Documents/White%20Papers/Yankee%20Siemens%20Social%20Media%20Whitepaper%20%20%20Final.ashx>, Yankee Group Research Inc.

Encourage message internalization
Increase product sales
Accomplish marketing goals with efficiency
Engage consumers in a brand experience

Table 2 – Social Community Campaigns – Promotional Possibilities²⁵

It can be seen that there is a lot of potential in Social Community Campaigns and depending on the company's goals, different approaches and different tools from the Social Media Ecosystem need to be addressed. The decision how to design the campaign depends on different factors like the culture of communities, the company's customers or the time frame.

8.5 Restrictions with traditional advertisement

8.5.1 Television, Radio, Print advertisement

Traditional advertisement reaches less people than in former times because the user behavior changes and shifts to the Internet. As a result the budgets get shifted to Internet Marketing. Furthermore the diversity of print, television or radio media got bigger and it is getting more difficult to address the right group of people with these media. In Television or Radio spots people are more difficult to reach because the consumers tend to switch channel or mute the equipment when advertisement starts. So investing in this one way, one to n communication is expensive but not effective. In general the effectiveness of TV-Sports is declining.²⁶

People feel advertisement in Television or radio disturbing because they did not demand it and start having inconvenient associations.

8.5.2 Classical online advertisement

Internet advertisement is very similar. It is also a one to n communication and has a similar impact than TV or Radio advertisement. Placing banners or popup windows

²⁵ cf Tuten, T. (2008): Advertising 2.0: social media marketing in a Web 2.0 world, Westport, Connecticut, Praeger Publishers, 26.

²⁶ cf Hettler, U. (2010), 31, translation by author

on web sites disturb the user in his Internet user experience. Either the user gets disappointed or the user just fades out the ads. The result is the same; the advertisement does not have the desired impact.

8.6 Development of online advertisement

Figure 8 shows the development of online advertisement revenues from the beginning of the internet until 2007. The figure clearly illustrates the development and the hype of online advertisement after introducing Web 2.0 technologies. Since the introduction the revenues are growing because companies invest more and the possibilities are more versatile since Social Media became popular.

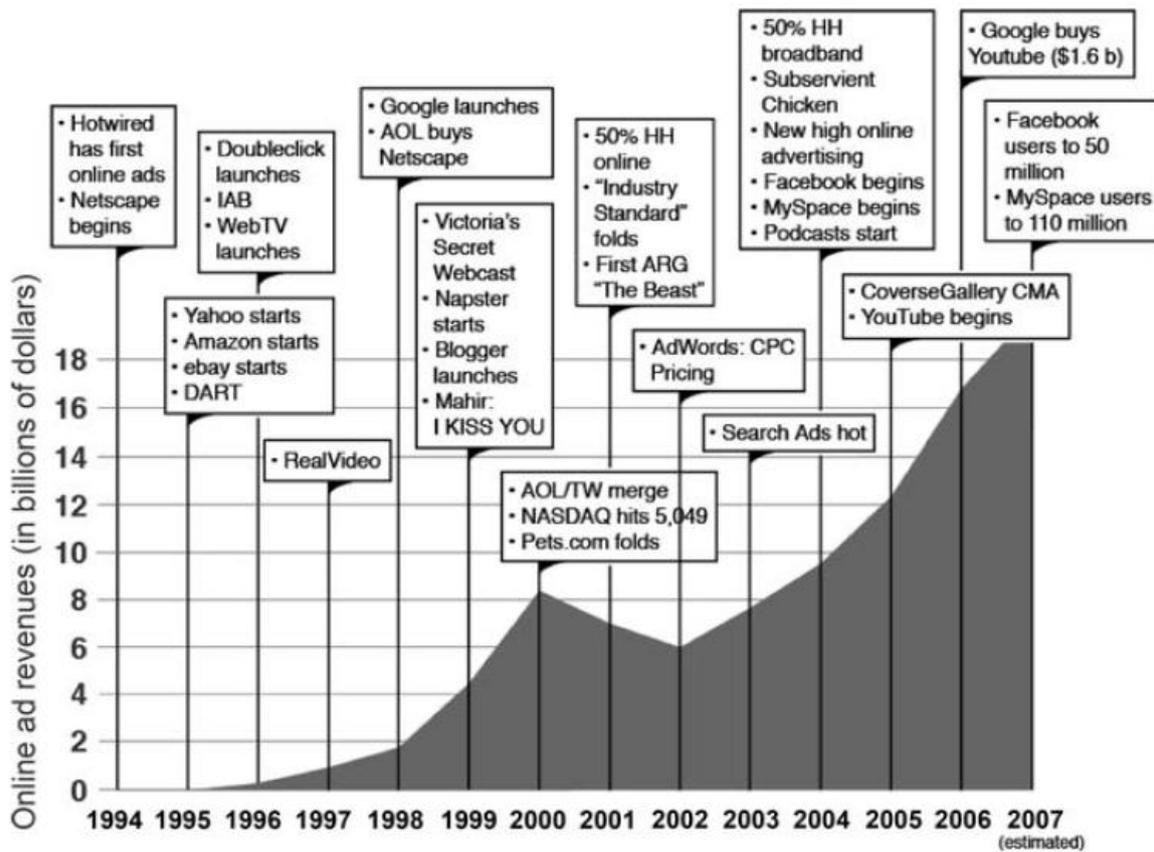


Figure 8 – A brief history of online advertisement²⁷

²⁷ cf Tuten, T. (2008), 15, translation by author

Today the Social Media Marketing market is a multi-billion dollar market and as figured out in the picture Social Networks share an important share of that market. So it is evident that companies see the potential and are investing in this media for further Marketing activities.

8.7 Evolution of Communication channels

A study of the Yankee group in 2010 shows the Evolution of the communication channels from 1986 till today. As in 1986 voice and telephone land lines were the primary communication channel, the communication went digital in 1990 with a higher penetration of Fax machines. The years 1998- 2010 was the decade of email and Web collaboration. The Yankee study forecasts Social Media to be the most growing communication channel for the next years²⁸.



Figure 9 – Evolution of Communication Channels²⁹

Another study was presented by the University of Leipzig. It was researched about the communication challenges today and the trends for the future. The target group of the survey were communication executives and PR professionals working in organizations and consultancies throughout Europe. The results are based on 1955 fully completed replies on the survey.³⁰

²⁸ cf Figure 9

²⁹ cf Kingstone, S., Kerravala, Z. (2010): from Social Media Means Serious Business, <http://www.siemens-enterprise.com/de/about/social-media/~media/internet%202010/Documents/White%20Papers/Yankee%20Siemens%20Social%20Media%20Whitepaper%20%20%20Final.ashx>, Yankee Group Research Inc., 3.

³⁰ cf Zerfass, A., Tench, R., Verhoeven, P., Verčič, D., Moreno, A. (2010): Kommunikationsmanagement und Public Relations, <http://www.communicationmonitor.eu/ECM2010-Results-ChartVersion.pdf>, EUPRERA European Public Relations Education and Research Association, 11.

Today		In 2013	
1	Press and media relations: print media	1	Online communication ↗
2	Online communication	2	Press and media relations: online media ↑
3	Face-to-face communication	3	Social media ↑
4	Press and media relations: online media	4	Face-to-face communication ↘
5	Press and media relations: TV/radio	5	Press and media relations: print media ↓

Figure 10 – Communications channels today and 2013³¹

It can be seen³² that the interviewees expect that Social Media gets more important in the future. Today Print media leads the ranking and TV/radio is still high ranked but the tendency is definitely going online. The outcome of the research shows that in 2013 online communication is on top of the communication channels; online press and media relations are getting more important and Social Media as well. So in three years the top three positions are all online.

³¹ cf Zerfass, A., Tench, R., Verhoeven, P., Verčič, D., Moreno, A. (2010), 68

³² cf Figure 10

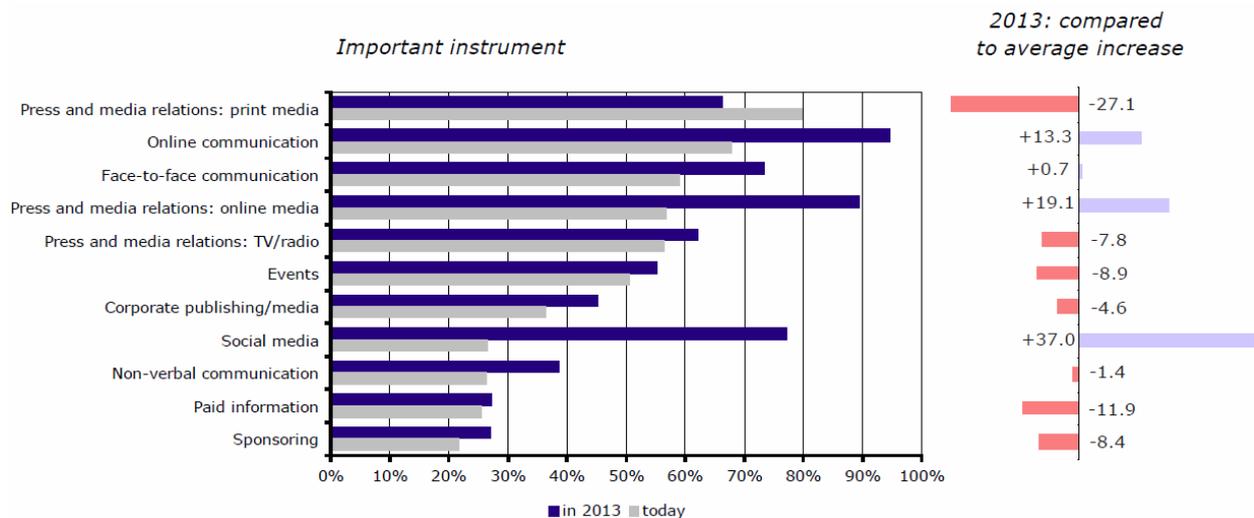


Figure 11 – Expected development of communication channels³³

Figure 11 shows the expected development of communication channels from today to 2013. The highest increase is to be expected with Social Media (37%). Also the other online communications channels are going to grow. The traditional communication channels especially press and media relations are decreasing; only the face-to-face communication is not going to lose importance. Also Events or Sponsoring lose importance because the impact is smaller than with internet marketing measures. This research is done every year, when comparing the results of 2009 with the results of the current study in 2010 the trend with growing Social Media activities and decreasing print activities can already be seen.³⁴

8.8 Social Media and Corporate Communications

Social Media becomes more and more important in Corporate Communications, too. Communications understands the 2 way communication between two partners, in the case of Corporate Communications the communication between the company and the employees (internal communication) or the customers (external communication). The external communication is used to inform the customer about the company and the offered solutions or products. The most important communication tools are

³³ cf Zerfass, A., Tench, R., Verhoeven, P., Verčič, D., Moreno, A. (2010), 69

³⁴ cf ibid, 70

advertisement and the personal sales communications.³⁵ The external communication is an ongoing process to give the company and products a good reputation and to reach trust in the brand. The reputation is for the economic success as important as the products sold. To build up a strong brand and reputation Social Media is used more and more.³⁶

Social Media is a key component for corporate communications in the current time. Customer can easily find customer reviews with search machines in the internet, so each failure that can weaken the company can be found as easy as success stories. Companies have to adapt to that new customer behavior to react properly to negative stories in the Web.

With Social Media the communication changes from push to pull communication. In former times companies were more and more acting with volume and penetrance in advertisement but this is not communication. The internet gives the perfect room for creating communication between customers and companies.

“Power to the people”³⁷

Qualman describes the communication process very simple: “Power to the people”. For the companies this is a loss of power, the customer has now the chance to communicate, to tell other people what he has experienced. Companies can only contribute to the communication but they can definitely not control the communication about their company.

8.8.1 Word of mouth and Viral Marketing

With Social Media messages get distributed much faster than in former times. This is supported with Micro blog services like Twitter or classical Blogs. People post messages, these get linked and very soon that messages can be found with search machines and will reach a high ranking. Without Social Media word of mouth was limited to friends or colleagues, with Social Media Word of Mouth reaches a new

³⁵ cf Hettler, U. (2010), 66, translation by author

³⁶ cf ibid, translation by author

³⁷ Qualman, E. (2009): Socialnomics : how social media transforms the way we live and do business, Hoboken, New Jersey, John Wiley & Sons, 192.

dimension. Usually a disappointed customer transfers his anger more often than a satisfied customer his pleasure. So it must be high priority to find ways to motivate the satisfied customers to give their positive rating. Regarding market researches customer reviews are the most trusted base for buying decisions.³⁸ Customers produce more information about the products as the companies itself which displays the importance of satisfied customers.

Compared with Word of mouth which is user generated, there is also another methodology, which is initiated by the companies, called Viral Marketing.

“Viral Marketing involves the use of email to convey messages to a small part of a target audience where the content is sufficiently humorous, interesting or persuasive that the receiver feels emotionally compelled to send it on to a friend or acquaintance”³⁹

Of course the concept can be used in Social Media as well. Success or failure stories that are placed in the Internet will get multiplied and will reach a huge amount of people, the viral effect appears. The name Viral Marketing shows the analogy to biological viruses that replicate with increasing power to many people.

Viral Marketing is unpaid peer to peer communication, replicates very fast and has an impact because of the highly estimated Word of mouth. That concept is one of the basic principles of Social Media Marketing where the community gets part of the marketing concept of the company. Messages are usually seeded through the Internet and often distributed through independent third-party site. These are personal and more credible than traditional advertising.

There are three key elements associated with viral marketing:⁴⁰

- Content: the quality of the messages communicated. Can be text, images or video
- Seeding: identifying web sites or communities to send email to start the virus

³⁸ cf Hettler, U. (2010), 78, translation by author

³⁹ Fill, C. (2009): Marketing Communications, University of Portsmouth, Pearson Education, 788

⁴⁰ cf ibid, 789

- Tracking: monitoring the impact of the virus

It is evident that Social Media is the ideal host for starting Viral Marketing and combining it with Social Media Marketing. Social Networks offer a optimal place for identifying the group to seed the virus, therefore Social Media Marketing in Social Networks becomes more important.

The first step for a Viral Marketing campaign is to place the messages in selected platforms, portals and communities. The best is to reach opinion formers which already have trusted reputations. The content of the message is one essential part, too. This could be a micro-site, funny video clips, online-games, free downloads or others. 88% of successful campaigns have funny content as base.⁴¹ One central aspect for the viral effect is that there is a benefit for the user. This could be interesting news inside the content, or entertainment for the user. Further it should motivate the user to distribute the message.

Table 3 illustrates the differences and criteria of Word of mouth and Viral Marketing.⁴²

⁴¹ cf Hettler, U. (2010), 141, translation by author

⁴² cf ibid, 148, translation by author

	Viral Marketing	Word of Mouth
Start of distribution	Company	Users
Timeframe	Time limited, temporary	Long term
Control over information distribution	Distribution through multiplier, user are targeted	Distribution through known networks
Content of the message	The packaging of the 'Virus' is the primary target which gets distributed	The message itself is in the focus, content is rated, interpreted by own experience
Effort for the user	Minimal, mostly it is just forwarded	Higher because the content is self generated based on the user-experience

Table 3 – Word of mouth versus Viral Marketing

As Viral Marketing is a company generated instrument and easier to control word of Mouth is user generated and nearly impossible to control. Since Social Medias are used, both categories are growing.

“We No Longer Search for the News – It Finds Us”⁴³

The news finds us; this is evident by observing the changes in communications⁴⁴. Classical advertisement is dropping more and more.⁴⁵ With help of the above described methodology the news are reaching customers target and interest oriented, dependent on the social profile of the client. As advertisement in Newspapers or Magazines is not very target oriented and clients do not ask to receive the ads, the attention on them is very low, so the success rate is not convincing. This indicates that new approaches for marketing like Social Media Marketing have a huge potential for companies.

⁴³ Qualman, E. (2009), 9

⁴⁴ cf chapter 8.7

⁴⁵ cf Qualman, E. (2009), 9

The meeting behavior changed in the last years to. In former times people exchanged phone numbers or emails; currently there is a trend to exchanging Social Networks data, because all information needed to get in contact is linked in the profile. So it is often more convenient and efficient to ask: “Do you have a Xing Profile” instead of exchanging business cards which could get lost.⁴⁶

Qualman also discusses the effectiveness of email as communication shifts more and more to Social Networks. All Social Network services support sending of messages and replicate the email system to their own system, enhanced with the Social Network capabilities. Currently executives are still supporting the concept of traditional email, but in the future this way of thinking may be adjusted to shift communication.⁴⁷ The companies have to understand that marketing does not only take place in the own Customer Relationship Management system and will be supported by external databases like the Social Network databases of Xing, LinkedIn or others in the future.

8.9 The Social Media Ecosystem

Currently there is a huge amount of Social Media platforms available in the Internet. The following chapter will give a categorized overview of those platforms.

The Social Media Ecosystem can be structured in 15 categories:⁴⁸

⁴⁶ cf ibid, 48

⁴⁷ cf Qualman, E. (2009),48

⁴⁸ cf Safko, L., Brake, D. (2009), 23-32

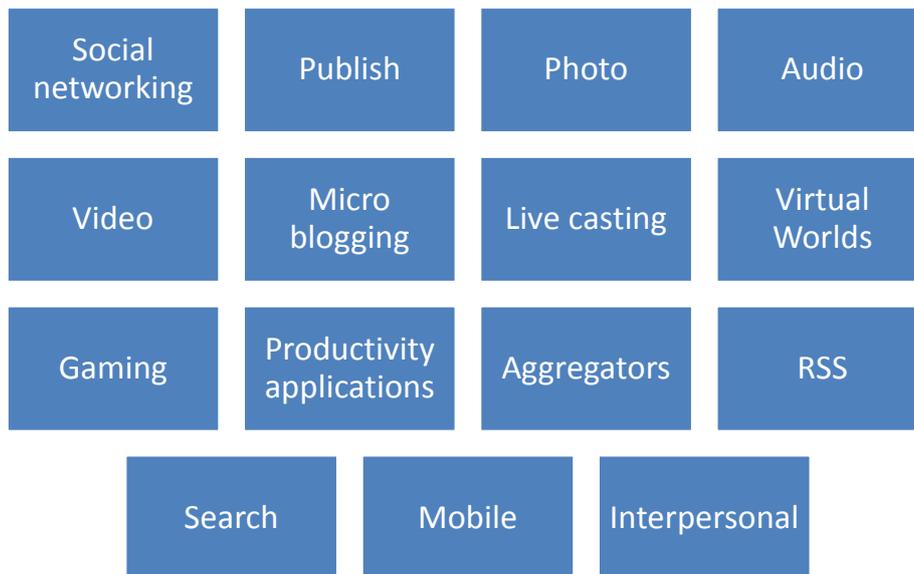


Figure 12 – Social Media Categories

There can be found different ways to structure Social Media in the literature, this is one example of a classification system. Following the 15 categories are introduced shortly. As described above it is important for Social Media Marketing to use the Media to communicate, collaborate, educate and to entertain people. The following categories will outline different tools which can be used differently to realize that.

8.9.1 Social networking

Social Networks are platforms where the user can create a profile and share information with others. This could be either in a private environment or in a business environment. The shared information, which could be text, video, audio or photos is not public but it is shared with all the personal contacts. Every user can add contacts (friends, business partners ...) to its network. Within this network information is shared. So the users are always up to date about activities of their partners.

Examples:

- LinkedIn, Facebook, Xing, MySpace, StudiVZ, Friendster

8.9.2 Publish

This category describes all applications and tools that help publishing Internet content in the Web. These tools help to present the company in a way the company would like to be perceived by the people.

Examples:

- Wikipedia, Joomla, Wordpress, Blogger.com

8.9.3 Photo Sharing

With help of these tools the users are able to archive and share photos online. Other people can view and comment them. These tools also have comprehensive functionality to manage photos. Google Picasa for instance can analyze photos and recognize faces. These faces are tagged with names which help organizing pictures and connecting people.

Examples:

- Flickr, Picasa, Radar.net, Zoomr

8.9.4 Audio

The internet gives the ability to download and share songs and podcasts. Many broadcast stations offer to subscribe to podcasts which can be synchronized with mobile devices. Also audio tours for museum visits can be downloaded. These mechanism and technologies offer a big opportunity for selling music with help of Social Media.

Examples:

- iTunes, Ping, Rhapsody

8.9.5 Video

Like the Audio possibilities there is also a big potential for Video. Traditional Television moves consequently to the Internet. News, sports or movies can be viewed on the computer or on mobile devices.

Examples:

- Google Video, Google TV, Apple TV, YouTube

8.9.6 Micro blogging

This is a very limited way of communication; the idea is to create very short messages in up to 140 characters, similar to an SMS. These short messages get shared with the community.

Examples:

- Twitter, Plurk, Twitxr

8.9.7 Live casting

Internet Radio and other applications that allow media streaming are summarized in that category. With these applications people receive entertainment, education or information which could also be live discussions.

Examples:

- BlogTalkRadio, SHOUTcast

8.9.8 Virtual Worlds

Virtual World applications generate a complete virtual world. People can immerse in that virtual worlds to meet other people, discuss or play games. The users have a complete identity to become part of the virtual world. These Media can be used in Business to Business environment to collaborate with others or conduct trainings.

Examples:

- Second Life, ViOS, Active Worlds

8.9.9 Gaming

Gaming and Virtual Worlds are similar, many games create a virtual world where people can meet and share experiences. Games become part of online communities, so this category also gets discovered by companies to place advertisement into online games.

Examples:

- Halo3, World of Warcraft, EverQuest

8.9.10 Productivity applications

These are applications to increase productivity. The tools in this category are not intended to share private information; these tools are primarily business productivity tools.

Examples:

- BitTorrent, Google Docs, Google Alerts, Yahoo!, Tiddlywiki

8.9.11 Aggregators

As there are many information sources and Social Media sources in the Web it is difficult to keep the overview about all of them. Tools in this category help to gather updates and information from all this sources and aggregate them together. These tools are predestinated to use as home screens to start exploring the Web because the users see on the first view a bunch of information.

Examples:

- Digg, Google Reader, iGoogle, My Yahoo!

8.9.12 RSS

RSS means Rich Site Summary. RSS is a protocol to transmit new information from WebPages or Blogs in a structured way to the user's computer. With help of the tools in that category, people can easily gather information from different sources without directly crawling the Web Sites.

Examples:

- Atom, FeedBurner, RSS 2.0

8.9.13 Search

One of the most important categories; Applications to find people, places and any other things the users are interested in.

Examples:

- Google Search, Yahoo! Search, Bing, MetaTube

8.9.14 Mobile

Mobile devices are becoming very important for Social Media, too. Many of the tools from other categories can be used via mobile phones. This category consists of tools to make life and business life more effective with mobile devices. These tools can be used on the way, anytime and anywhere.

Examples:

- SMS.ac, CallWave, AOL Mobile

A subcategory of “Mobile” can be Location Based Services. Location Based Services are services that are offered based on the location of people. An application shows the nearest restaurants, the next ATM or calls a taxi to the current place. Location Based Services help finding friends and show their position on a map.

Famous applications are:

- Foursquare, Facebook, Google

8.9.15 Interpersonal

Tools that allow people-to-people communication and collaboration belong to this group. It is discussable if these tools belong to the Social Media ecosystem but they are definitely important for the exchange with Social Media.

Examples:

- iChat, Skype, WebEx

8.10 Social Networks

As this Master Thesis concentrates on Social Media Marketing with the focus on Social Networks this chapter will give an overview of the most important Social Networks which are one part of the Social Media Ecosystem⁴⁹.

Social Networks are an ideal place for placing brands and messages to get started with Social Media Marketing. Social Networks connect communities with similar interests and backgrounds. Facebook is more common in the private area, so it is used more often for business-to-consumer placement, whereby Xing and LinkedIn are Business platforms and therefore more interesting for Business to Business Marketing.

Social Networks are currently very popular in the Internet.⁵⁰ They connect people with similar interests and make them building relationships in the Internet. Each user creates a personal profile in the Internet, a digital identity which presents the user in the Social Network. Data entered in the profile can be the name, place, date of birth, working place, hobbies and much more, depending on the used platform. Afterwards the users are going to add friends, business partners or general contacts to their networks. Within these networks the people are able to share information about themselves or general meanings, photos or videos with their network. The network is able to react and conversations are going to start.

8.10.1 Facebook



Figure 13 – Facebook Logo

⁴⁹ cf chapter 8.9.1

⁵⁰ cf Weinberg, T. (2010), 168, translation by author

Facebook has been founded in 2004 and “is a social utility that helps people communicate more efficiently with their friends, family and coworkers”⁵¹. So out from this definition the target group is defined for mainly private usage. Facebook is built up on core site functions and applications. Every user generates a profile with some private data like name, date of birth, schools visited, home town, hobbies, favorite movies and books and so on. Every user shares media which gets visible on his homepage. Furthermore every user can see a news feed with all updates from his friends.

Facebook has currently more than 500 million active users whereby 50% of the users logs on daily to check updates. In average a user has 130 friends. Facebook is available all over the world with more than 70 translations. Facebook is also available mobile with adoptions and applications for common mobile devices.⁵²

Facebook also offers different possibilities for Social Media Marketing. The easiest way is paid advertisement which can be showed depending on geographical information, age, gender, education or political attitude. The advertisement is shown in the side bar of profiles and Facebook groups. As this is more traditional marketing instead of Social Media Marketing there are also other possibilities to go to the market with Facebook. Facebook offers the possibility to create pages for products or companies. Companies can add content to sites like product information, current promotions and other information. User can get a fan of these sites and will follow all updates. If a user gets a fan, all the other user in his network are going to see that action and may check out the product page. If they like it they get a fan too which will carry the message to the whole network. When the company is going to update the page, all the users can see the update on their newsfeed. This kind of Marketing is very effective because the users are voluntarily following the company’s Facebook fan page. Another possibility for Social Media Marketing on this platform is to create applications or games. People can play games, share results with others and can

⁵¹ cf Facebook (2010): Factsheet, <http://www.facebook.com/press/info.php?factsheet>, translation by author.

⁵² cf Facebook (2010): Statistics, <http://www.facebook.com/press/info.php?statistics>, translation by author.

motivate others to play too. With company created mini games a huge Marketing effect can be reached.

8.10.2 MySpace



Figure 14 – MySpace Logo

MySpace is very similar to Facebook and is a Social Network for private usage. MySpace offers numerous features, including blogs, groups, bulletins, widgets and instant messaging. MySpace has been founded in 2003 and is available in 15 different languages.⁵³ Compared to Facebook MySpace offers much more comprehensive possibilities to customize the own profile, so for companies that create profiles it is easier to implement the own corporate branding. On the other side MySpace does not offer the possibilities to create fan pages like Facebook which restricts the possibilities on that Social Network.⁵⁴ The general concept is similar; users create a profile, share media and add buddies.

8.10.3 LinkedIn



Figure 15 – LinkedIn Logo

Linked in has been founded in 2003 and currently has over 80 million members in over 200 countries.⁵⁵ Compared to Facebook and MySpace, LinkedIn and Xing⁵⁶ follow a different approach. These Social Networks are business Social Networks and designed for keeping in touch with Business contacts.

“Your professional network of trusted contacts gives you an advantage in your career, and is one of your most valuable assets. LinkedIn exists to help you make

⁵³ cf Safko, L., Brake, D. (2009), 465

⁵⁴ cf Weinberg, T. (2010), 183, translation by author

⁵⁵ cf LinkedIn (2010): About Us, <http://press.linkedin.com/about>, translation by author.

⁵⁶ cf chapter 8.10.4

better use of your professional network and help the people you trust in return. Our mission is to connect the world's professionals to make them more productive and successful. We believe that in a global connected economy, your success as a professional and your competitiveness as a company depends upon faster access to insight and resources you can trust."⁵⁷

It can be seen that the focus is clearly on business, therefore the functionality is different. When creating a profile on that platform, private information is very rare, the input is mainly business related like the professional expertise and accomplishments. Similar than on Facebook with friends you can create connections to business partners and build a network.

The network enables the user to (excerpt):

- Manage information that has been released by the partner like phone numbers or email. The advantage is that this information is always up to date because every partner maintains the information by himself.
- Find new clients or experts to be more efficient in business. With help of the profiles and search functions it is easily possible to find experts or new business partner.
- Project collaboration including sharing files.
- Acquiring new business opportunities and finding potential partners
- Group discussions.
- Job listings to find new talents.

In terms of relationship LinkedIn is much more functional than the networks above. LinkedIn does not only allow direct connections, LinkedIn displays indirect connections (connections second degree, third degree) as well. The idea is that it is assumed that there is a level of trust of the business partners of the person's business partners. If a user searches for a person he can immediately see if there are partners in common and has the possibility to refer to common partners.

⁵⁷ LinkedIn (2010)

For Social Media Marketing LinkedIn does offer various possibilities. One of them is to create groups of Topics. Within this group people can discuss, offer jobs, create updates which are shown for the members and so on. The impact of such tools will be discussed later on.

8.10.4 Xing



Figure 16 – Xing logo

“XING is the social network for business professionals. Personal networks can help you to improve your career, find a new job, or qualified staff.”⁵⁸

It can be seen that Xing has a similar target than LinkedIn; it is a professional Social Network and focuses only on the business sector. Xing AG was founded in August 2003 under the name OpenBC (Open Business Club), and has currently more than 10 million members worldwide.

Similar than in the other Social Networks every member has a personal professional profile which is filled with the professional background, a summarized curriculum vitae. Each member can add other members to build up a network. With help of these network members can manage their contacts, search for jobs, acquire new business or discuss in groups. More or less it is quite similar than the LinkedIn functionality. Beside the special groups to present topics, it is also possible to create company profiles to represent the company in Xing.

Xing does also offer applications that can be integrated into daily business. That could be for instance Twitter Buzz, which searches for Twitter posts about a company or products in the web, or the application spread or netviewer to make Web meetings.

⁵⁸ Xing (2010), Corporate Pages, [http://corporate.xing.com/index.php?id=138&tx_ttnews\[tt_news\]=0&tx_ttnews\[pointer\]=0&tx_ttnews\[backPid\]=0&cHash=0&cat=0&L=1](http://corporate.xing.com/index.php?id=138&tx_ttnews[tt_news]=0&tx_ttnews[pointer]=0&tx_ttnews[backPid]=0&cHash=0&cat=0&L=1).

As Xing wants to be part of daily business life it does also integrate in Microsoft Outlook or offers mobile applications to make use of the professional network anytime and anywhere.

For Social Media Marketing Xing offers traditional marketing concepts like placing banners but for real Social Media Marketing companies should make use of groups, discussions or company profiles.

Regarding Dr. Helmut Becker, Chief Commercial Officer of Xing AG marketing Xing can be designed more target oriented and therefore meets the interests better than in other platforms. Becker also underlines the clear business focus of Xing and figures out blogging as important add on to his public relation efforts.⁵⁹

8.11 The Social Media Strategy

As seen above Social Media Marketing opens a huge potential for marketing activities. Of course these activities need to be planned as good as traditional strategies. The literature mentions different ways to use Social Media Marketing, this Master Thesis will summarize an approach described by Safko & Brake.⁶⁰

8.11.1 The ACCESS Model

The ACCESS Model was developed by Content Connections and is used by the company as methodology for creating and promoting content. ACCESS stands for Audience, Concept, Competition, Execution, Social Media and Sales Viability.

8.11.1.1 The Audience

The Audience is a critical factor and very important for the Social Media Marketing campaign. Reaching the wrong audience makes the Marketing strategy useless and the campaign will not result in the expected results.

When targeting a Social Network it is important to reach networkers that really make use of the networks and that can motivate other people to join networking activities,

⁵⁹ cf Sales Business (2010): Interview - Virtuelle Kundengewinnungsstrategien, Das Entscheidermagazin für Vertrieb und Marketing, 12-14, translation by author.

⁶⁰ cf Safko, L., Brake, D. (2009), 675ff

too. Furthermore it is essential to reach decision makers; this can be either directly or indirectly via other networkers.

Another criterion is to characterize the audience based on attitudes, values and beliefs. This is important because people react to stimuli depending on these attributes. Without knowing people or communities it is hard to expect a result, when knowing their background it is much easier to reach the expectation.

Of course demographic data gives important insight, too. People of different age, education, location have different attitudes, values and beliefs. So an analysis about that is necessary as well. This and the above arguments do include the professional background, too.

In all groups Influencers and promoters can be found, this knowledge can help for the strategy design.⁶¹

8.11.1.2 The Concept

To answer the question about the concept the audience is a key factor. The background of the audience is material for the concept. Other factors to think about are the kind of subject to market. A product introduction needs different concepts like strengthening a brand. The key for the concept creation is to think in term of the needs of the customer instead of the needs of the business.⁶² When going to market with products and communicating to the customer, the customer is only interested in his value. Advertising features or other things that are product or company centered are not effective in marketing.

8.11.1.3 Competition

Social Media Marketing is still new but the competition is also following that concepts, therefore each marketing strategy has to be analyzed to be diversified from the competitors.

⁶¹ cf Safko, L., Brake, D. (2009), 717ff

⁶² cf ibid, 726

To understand how the competitor addresses the customer, the company could join communities as a user and participate. That will give information how the competition works and how the own company could stand out from the crowd.

8.11.1.4 Execution

Of course the execution is one of the most important topics in the concept, many executions fail because companies try to be too perfect and release too late.

Basically there are two theories, the first is to get very fast to the market and the concept must not be perfect. This theory works if there is already an established community which carries the message to others. The second theory is to do research, analyze and release only when it is fully developed. This could be better if there is no community waiting and the risk is high to receive bad response.

The described ACCESS Model creates a third theory which combines the other two theories. As this model is based on two way communication instead of one way communication it is not just giving the community information. It is collaboration so the company can collaborate with a small part of the community to get feedback to the message. If the company comes to a common result, the execution is automatically supported by the community.

8.11.1.5 Social Media

As we are going to market in Social Media the media is the essential part of the strategy. As explained above, a company could address a sample of the community to get feedback to messages. At a minimum the sample should have a size of 100 people to receive enough feedback. During the analysis the model tries to qualify parameters like the statement, the execution of the concept, the attitude, value and belief questions related to the concept, questions about professional and social backgrounds and basic demographic questions.

8.11.1.6 Sales Viability

At the end of the model is the sales viability. The business is all about selling, independent how big the community is or how good the ranking is. The company

needs to sell. With help of Social Media Marketing new models to the traditional business can be opened. Safko & Brake mention 6 additional ways to sell.⁶³

- Products, services and information: This model is about selling offline and online
- Advertising and sponsorship: This model is about selling advertising to company that want to make use of the community.
- Transactions or commissions: Revenue generated by commissions when the company supports other transactions.
- Subscriptions: If the company's information transports high value, the message can be sold with a subscriptions model.
- "Freemium": This word is a combination of free and premium. This is a model where the community gets something free but has to pay for higher valued content.
- Software as a Service: already used by many companies in the Social Media Ecosystem, means selling services over the internet.

This model shows a step by step guide how to proceed for the design of a Social Media Marketing strategy. The model shows how to validate the content and build a community around that content. As always there are different models and strategies available and the introduced model is one of them.

8.12 Social Media Marketing in business-to-business environment

Social Media is already well established for B2B (business-to-business) decision makers in the USA. There are already a big amount of blogs focused on the B2B sector.⁶⁴ Pleil gives some examples about the reasons for the activities in the Web. The most obvious reason is the entrance cost which is very low. B2B companies can easily go to new markets without having contacts and without starting expensive marketing campaigns. Most B2B decision makers already use the Web so it is obvious to use that media for the first contact. Social Media gives furthermore an easy possibility to react in a very short time in case of changing requirements. On the

⁶³ cf Safko, L., Brake, D. (2009), 732

⁶⁴ cf Pleil, T. (2010): Mehr Wert schaffen : Social Media in der B2B-Kommunikation, Darmstadt, Books on Demand, 17, translation by author.

other hand side Pleil refers to a Blog article which mentions five cases when Social Media isn't right for the B2B sector.⁶⁵

Social Media should not be used by companies fulfilling the following criteria:⁶⁶

- Companies having less than five customers.
- The customers having restricted IT policies that block Social Media applications.
- Companies that have no internal agreement for Social Media.
- The company needs a high volume of short-term sales.
- There are too less resources for Social Media activities.

It can be seen that Social Media Marketing does not make sense under all circumstances. A very important point is the internal agreement for Social Media. As already mentioned the big change with Social Media is that everybody, the customer as well as the employee, is able to communicate with everybody. This leads to the result that every employee has the possibility to speak to customers which give him a new role. Until now only functions like marketing, sales or spokesmen could reach the customer, now every employee can reach them. In former times the employee could only discuss with friends and colleagues about the company, so if the employee was unsatisfied only a small community got known of this. With Social Media there is the threat that unsatisfied employees carry the message to a bigger auditorium. That fact must be considered in the management style of the company. In a very traditional company which is very hierarchical structured the employee is controlled and not trusted. Those structures do not create a motivational environment. In the perfect case the employees completely identify with the company and fully support Social Media activities, so it is important to reach satisfaction at employee site and find communications policies that the employees learn to deal with the new Media.⁶⁷

⁶⁵ cf ibid, 18, translation by author

⁶⁶ cf Bodnar, K. (2009): 5 Cases When Social Media Isn't Right For B2B, <http://socialmediab2b.com/2009/09/social-media-b2b-marketing/>.

⁶⁷ cf Pleil, T. (2010), 37, translation by author

Blogs in general are getting more important because a company that is active in many blogs and discussing communities will also generate higher search engine ranks and the company can get innovation leader on its field.

Janke presents two companies that went already online successfully and enabled communities to contribute to their products. One of them is IBM. IBM supports a Platform about their Lotus products whereby only 2 blogs are supported by IBM itself. In the other groups the community discusses about everything that comes in their mind in conjunction with the Lotus products. The community grew extremely in the last 2 years from 50.000 visits per month to 1.2 million visits per month in March 2010. Until now there was no censorship necessary. The IBM employees have to follow their Social Media guidelines which give them information how to deal with Social Media.

The other presented example is SAP. The SAP network which counts around 2 million members is very active and SAP traces all comments and answers if necessary. Usually an answer to a post of a member takes around 20 minutes to be answered from other members of the community. SAP engages around 30-40 people that are concentrated on the community activities.⁶⁸

It can be seen that going online has real opportunities. Customers get the possibility to talk and exchange experience with the company and other customers. This exchange helps the customer also to get very quick response to his problems and the customer feels supported more efficient, independent if the support comes from the company or other users of the products.

8.12.1 Reasons for Social Media activities

David Nelles defines 5 reasons for the engagement for companies active in B2B sector:⁶⁹

⁶⁸ cf Janke, K. (2010): Nie mehr allein. - Nutzung von Social-Media durch Unternehmen, Acquisa : Das Magazin für Marketing und Vertrieb, 16-25, translation by author.

⁶⁹ cf Nelles, D. (2009): Social Media & B2B – 5 Gründe die dafür sprechen, <http://digital-conversation.de/2009/05/22/social-media-b2b-5-grunde-die-dafur-sprechen/>, translation by author.

- Higher search ranking in search machines. As mentioned above a presence on many platforms is responsible for a higher search ranking on Google, Yahoo and others. The most people start the search on search machines, so an easy way to find the company is essential for a Web entry.
- Social Media gives insights. Due to the discussions of the community the company can get very deep insights of the usage and reputation of their brand and products. This can help to improve the brand to get nearer to the customer.
- Customers are already active in Social Media, so it is essential to be part of this Medias, otherwise others may get the orders.
- Digital Natives group is growing. The young generation which grew up with Social Media is getting bigger and bigger. For them it is very common to work with Social Media and it is obvious for them that all up to date companies contribute in that Media.
- People like to buy innovative products. With a Social Media engagement the company shows its potential with using up to date media.

Throughout this Master Thesis it can be seen that there are a lot of reasons to go online, independent if it B2B or B2C market, different sources give different formulations of reasons but the entire consensus is the same. It is worth to invest.

8.12.2 Current Situation

Nicolai & Vinke⁷⁰ researched the Social Media usage of Germany's hundred biggest brands. The research results show that 60% of Germany's big brands use Social Media as communication channels, leading sectors are technical sectors like telecommunications, electronic or entertainment industry. But only 5% have a wholesome approach and strategy and are using different Social Media for marketing purposes. The most popular Social Media channel is Twitter, followed by YouTube, Facebook and corporate Blogs.

⁷⁰ Nicolai, A., Vinke, D. (2009): Studie: 60% Prozent der größten Marken in Deutschland nutzen aktiv Social Media, <http://www.construktiv.de/newsroom/studie-60-prozent-der-groessten-marken-in-deutschland-nutzen-aktiv-social-media/>, konstruktiv GmbH, translation by author.

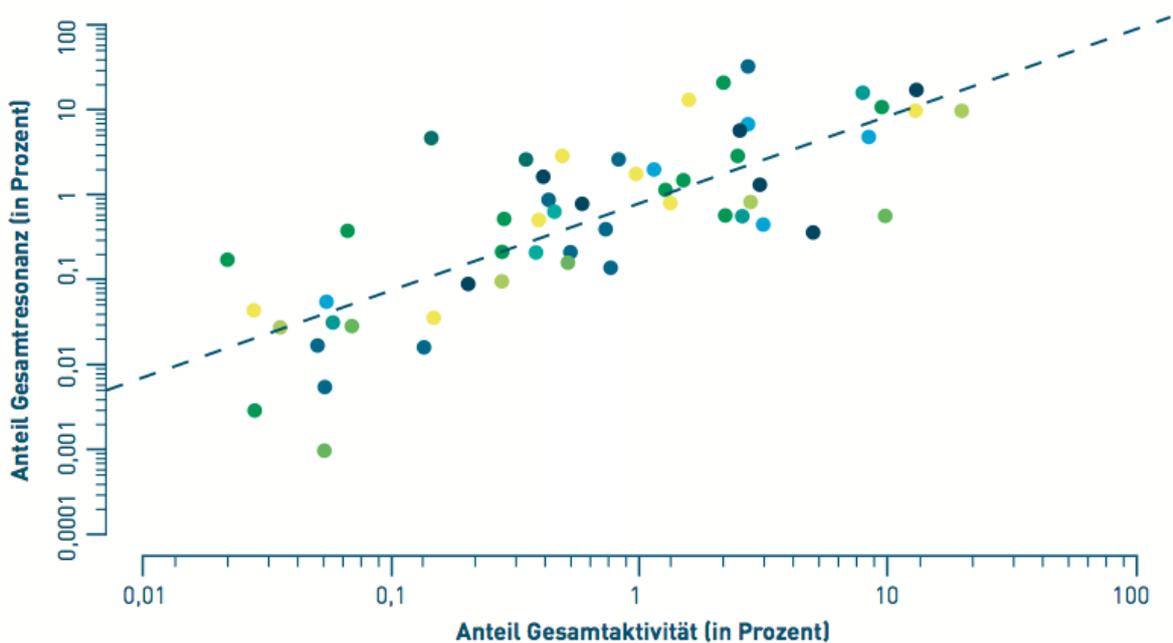


Figure 17 – Activities of brand versus feedback of the online Community.⁷¹

Figure 17 shows the importance to contribute to Social Media. The outcome of this figure is that the more companies are active in Social Media, the higher is the response. This is going to be an essential tool for strengthening the brand and make it more popular. Social Media enables companies to reach a big community with lower costs than with traditional media.

8.12.3 General conditions for Social Media Marketing

The following chapter discusses the general conditions for a company to contribute in Social Media. Of course the technical issues in that context must be clarified but in most of the cases this is not the critical component. It is more important to find rules, an organizational culture and a corporate culture adapted to Social Media to be successful with Social Media.

Social Media is more than just another communication tool. It goes much deeper into the communications behavior of the companies' labor. The company must adopt their

⁷¹ Nicolai, A., Vinke, D. (2009): Wie nutzen Deutschlands größte Marken Social Media?, <http://www.construktiv.de/newsroom/wp-content/uploads/2010/06/construktiv-Social-Media-Studie.pdf>, konstruktiv GmbH, 7, translation by author.

internal communication before going public. Social Media offers a lot of possibilities for communication, for the customer as well as for the employee. With Social Media every employee has the chance to go public so all employees get a very responsible role because they may take part to public communications.

Pleil defines following success factors for necessary for a positive attitude in corporate culture:⁷²

- Authenticity
- Esteem
- Proudness
- Fairness
- Team orientation

Exactly the same terms are discussed with Social Media Marketing.⁷³ The initiation to reach this culture has to be the change at the management style because the management style does directly influence these factors and is therefore a good measure for the readiness of the company to be active in Social Media. The change that has to be realized is to give the employee more power and implicate them into the internal and external communication. Also an attended communication coaching must take place to train the employees how to communicate in Social Media.

The Sales Business Magazine figures out that natural communication is the key to enable customers to make business with help of Social Media. An interviewee suggests combining video with real persons to realize a nearly real communication environment. The article refers to a study where 56 percent of the asked group is convinced that an increase of sales is possible with Social Media, but only 49 percent plan to get active in Social Media. Furthermore the article criticizes the most trials from companies to sell online and to participate in Social Media because the execution is done too less professional. The marketing and sales manager did not learn how the usage behavior of the customers changed and therefore they are not able to address the customers adequately. Regarding online Marketing experts

⁷² cf Pleil, T. (2010), 33, translation by author

⁷³ cf ibid, translation by author

Social Media Marketing is growing, in five years every sales person will be present in at least five platforms.⁷⁴

From this excerpt it can be seen that the article assumes Social Media Marketing to be the future of Marketing and Sales and there is no way without it.

8.12.4 Yankee Group Survey⁷⁵

Yankee Group Research conducted a survey of 750 consumers and employees to identify the opinions and needs related to Social Media. Some of the key findings are:

- 80% of the respondents think companies should review Social Media sites to see what others are saying about them
- 70% of the consumers want to be able to use Social Media to get real-time support
- 58% are convinced that communication with companies via Social Networking sites improves their loyalty to that company

It can be seen that also consumers and employees already see the importance of Social Media for business today and tomorrow.

⁷⁴ Böttcher, G. (2010): Neue Wege zum Kunden mit Twitter, Xing & Co., Sales Business. Das Entscheidermagazin für Vertrieb und Marketing, 8-11, translation by author.

⁷⁵ cf Kingstone, S., Kerravala, Z. (2010)

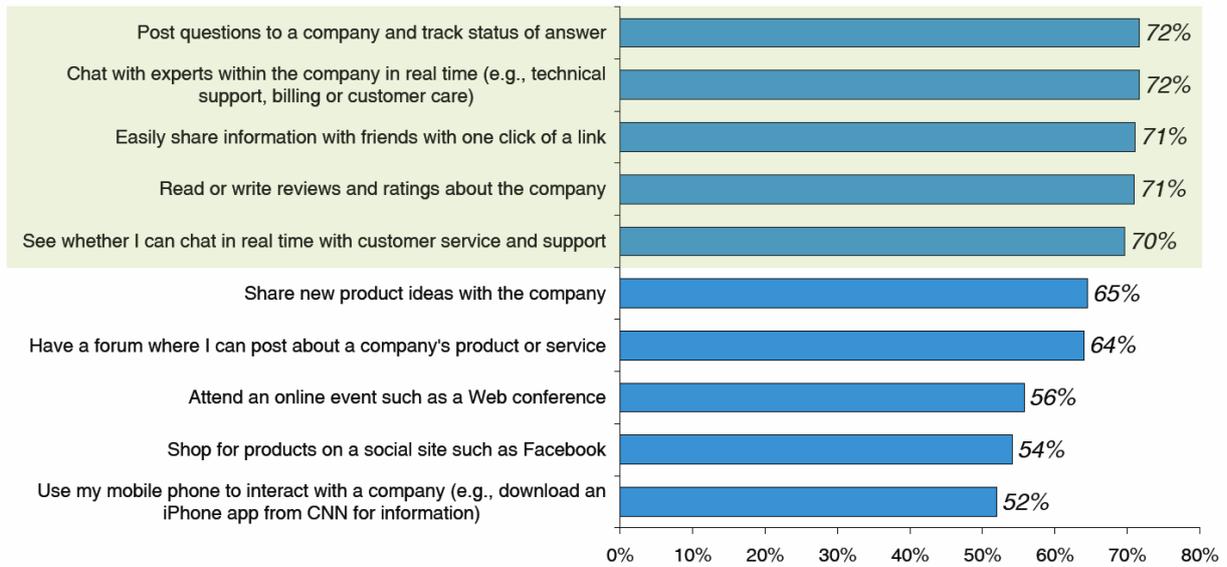


Figure 18 – Social Media habits – Service Access⁷⁶

Figure 18 shows that a significant part of the group is very active in social Media and is already using the media actively to communicate with partners. It can be seen that some of the questions are service oriented and others are to gather information about the company. People already expect to find reviews about products and companies in the Web and therefore a presentation and participation is expected. An additional interpretation to this figure is that people are more interested to get served in Social Media than to buy something. This information is important for the design of a Social Media Marketing strategy because if buying is not in the focus it could be better to reach the customers with service approaches to make them satisfied for further business.

⁷⁶ cf Kingstone, S., Kerravala, Z. (2010), 7

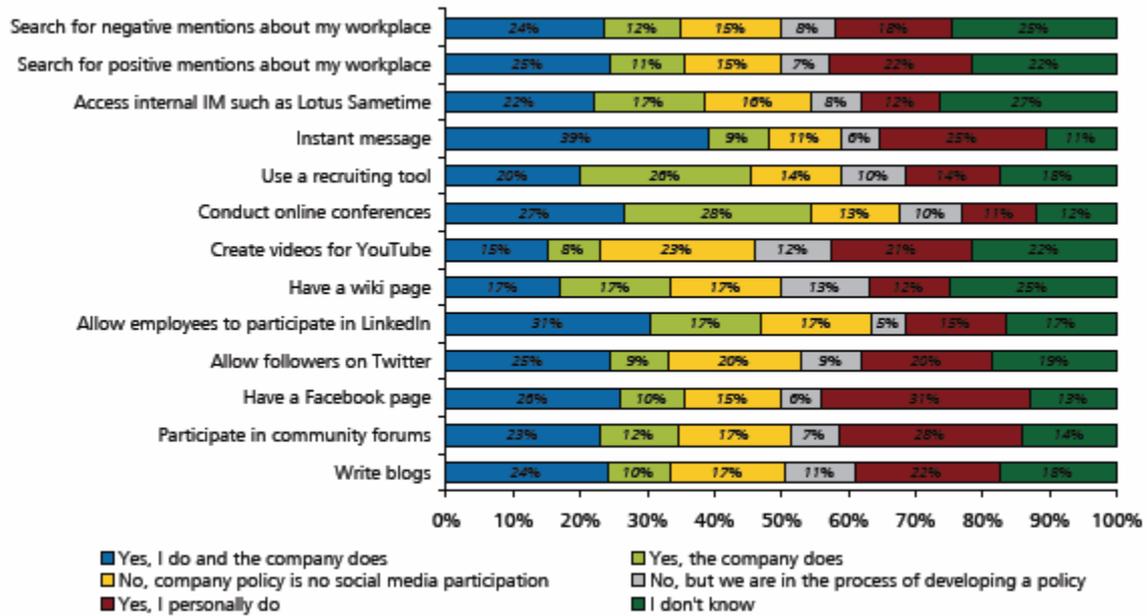


Figure 19 – Social Media habits at the Workplace⁷⁷

Figure 19 illustrates the habits of the people on their workplace. In contrast to the Social Media habits of the people⁷⁸ it can be seen that only one quarter use the Media actively on their workplace and that a lot of companies prohibit the usage by policy. This is a statistic the companies should pay attention. One of the reasons is that the younger generation acts differently than the older generation. The average 50-year-old executive makes decision on his own experience, for him Social Media has a completely other importance than for the young generation. 51 percent of respondents over the age of 50 do not see the importance for the presence of the company in Social Media whereby only 6 percent of the 18 to 24 year olds have the same attitude. To repeat 80 percent of the people think companies should review Social Media sites to figure out what other think about them.

⁷⁷ cf Kingstone, S., Kerravala, Z. (2010), 5

⁷⁸ cf Figure 18

8.12.5 Social Media Monitoring

Social Media Monitoring means the identification, observation and analysis of user generated content in Social Media. Social Media Monitoring analyzes user generated content compared to web monitoring which analyzes content in general.⁷⁹

Social Media Monitoring is very important for companies to receive information and get insights about their own reputation. Companies receive information about how people think about their brand, their products and their services. This opens new possibilities in corporate information because this kind of information could not be received before in such easy way. Furthermore it helps companies to find press news about themselves or information about the competitors. Companies receive information in very early stages and are able to react or to improve their products or their strategy.

Social Media Monitoring can be done with help of different methods.⁸⁰

- Automatic monitoring
Software is going to identify and analyze relevant data. The procedure is simply and cost efficient but the results have low quality.
- Semiautomatic monitoring
Different sources are provided by a software solution. Experts are going to analyze the results manually.
- Manual monitoring
Relevant Social Networks are identified and their content gets analyzed manually by experts. This is the most expensive solution but guarantees the best results.

Some popular Social Media Monitoring tools are.^{81, 82}

⁷⁹ cf Forschungsinstitut Institut für e-Management (2011): Social Media Monitoring, <http://www.social-media-monitoring.org/definition.htm>, translation by author.

⁸⁰ cf ibid, translation by author

⁸¹ cf Schubring, J. (2010): 12 Social Media Monitoring Tools Reviewed, <http://sixrevisions.com/tools/12-social-media-monitoring-tools-reviewed/>.

⁸² cf Lascia, JD (2011): 20 free, awesome social media monitoring tools, <http://www.socialbrite.org/2011/01/11/guide-to-free-social-media-monitoring-tools/>.

- Wildfire
- Google Alerts
- BlogPulse
- Icerocket
- HootSuite
- Addict-o-matic
- BoardReader
- Social Mention
- Google Trends
- Alltop
- coComment
- Yahoo Pipes
- Comment Snipe

8.12.6 Best practice of Social Media in business-to-business⁸³

Following one best practice case of a successful Social Media strategy will be introduced. The strategy introduced is the Social Media strategy of the German company Cirquent. Cirquent is an IT Consulting company that offers consulting for integration, conception and processes of IT-solutions.

The company created their own blog as base for their Social Media activities. The blog realizes direct communication with the company's target group. The aim was to start communication between employees, customers, partners, journalists and also competitors. Authors for the blog are the public relations department but also all other employees. Cirquent demonstrates transparency and closeness with these measures.

Cirquent offers company related blogs but also business related blogs where people can discuss general topics like project management topics. The company is able to position themselves properly and interested people can receive information. The blogs can be crawled by search engines to reach more people. To motivate people to visit the blogs the company offers give-aways, quizzes or lotteries. Compared to corporate publishing a dialog between the parties can be realized with these methods.

⁸³ cf Pleil, T. (2010) , translation by author

To enhance the offering also Podcasts or Videos are published and offered via YouTube. Moreover the company is active on Twitter whereby the tweets are linked with the blog to forward people to the own blog.

To change corporate culture the company started their internal communication on blogs too, it has been named "Cirquent Social Network". This helps the employees to get used to the new media and to accept as their communication platform.

With help of these measures the company reaches around 7000 visitors a month.

The efforts for the Social Media activities grow from around 2 hours per week to around 2 days a week. For Cirquent the development is successfully because a new communication channel can be used to reach the target group. Cirquent did not made any negative experiences yet.

The next planned steps are a stronger contribution to the Social Network Xing. Therefore Cirquent does in-house trainings for interested employees and wants to continue the Social Media presence with their pioneering spirit.

9 Research on Social Media usage and expectations

9.1 Introduction

The advertisement and marketing environment has changed significantly in the last decade. The penetration and usage of the Internet is growing and consumers are joining the Internet more and more. The traditional marketing models and marketing strategies do not make use of the possibilities of the Internet efficiently, therefore a huge opportunity for acquiring new customers gets lost.

One approach using the new possibilities in the Internet is Social Media Marketing. Social Media Marketing is a process to reach people in a broad community which would not be reached by traditional marketing channels. Social Media Marketing addresses a huge community and not individual people.⁸⁴

A possibility to implement Social Media Marketing is to contribute to Social Networks. On the Internet a big variety of Social Networks can be found. Famous platforms are Facebook, StudyVZ, Xing or LinkedIn.

9.2 Problem definition

In context with this Master Thesis the author researches the possibilities that companies can approach to successfully design a Social Media Marketing strategy on Social Media Business Networks on the example of Xing. The research gives answers to following core questions:

- Are Social Networks applicable tools for customer acquisition in the business-to-business area?
- Should companies invest in Social Media and especially Social Networks?

Furthermore the professional motives to invest in Social Media are researched and presented.

⁸⁴ cf Weinberg, T. (2010), 4, translation by author

9.3 Analysis of the original situation

The research is based on the current situation of Siemens Enterprise Communications GmbH Austria.

“Siemens Enterprise Communications is a new company with over 160 years of experience. From the first pointer telegraph and the first intercontinental connections, through voice telephony solutions right up to today’s unified communications, it has a track record of delivering innovation and quality to many of the world’s most successful companies, backed up by a world-class service capability.”⁸⁵

The Austrian Organization of Siemens Enterprise Communications is heading to enhance their existing marketing strategy with Social Media Marketing activities. Primarily the business Social Network Xing should be used. Currently Siemens Enterprise Communications hosts the Xing group „Unified Communications Network” with 387 members on January 18, 2011.

Siemens Enterprise Communications contracts an advertisement agency company to prepare the content for the Xing group. The aim of the measures is to find and activate the existing community to get informed about new products and services. Furthermore the community is welcome to discuss issues, new features, new products and new services. Currently there is some feedback, but active interaction did not start and the feedback is too rare to acquire new business over that channel.

9.4 Structuring of the problem

To research the topic different issues and questions come up. Social Media Marketing has impact to different areas of the organization and is a holistic part of the marketing strategy of a company. Therefore the research has to involve the employees beside marketing and customers too.

The study researches following questions in detail:

- What is the target group that can be addressed via Social Media Marketing?

⁸⁵ Siemens Enterprise Communication (2009-2010): 160 Years of Driving Telecoms Innovation, <http://www.siemens-enterprise.com/uk/about/company-facts.aspx>.

- Can Social Media Marketing address decision makers?
- What are the topics that the reachable group of people is interested in?
- Are the customers willing to get acquired via Social Media Marketing?
- Is Social Media Marketing a substitute or an add-on for traditional marketing channels?
- Do the customers expect their supplier present in Social Media Networks?
- What are the threats and risks in usage of Social Media Marketing?
- Are companies ready to contribute to Social Media Networks?

In a structured schematic picture the work packages to research can be grouped as followed:

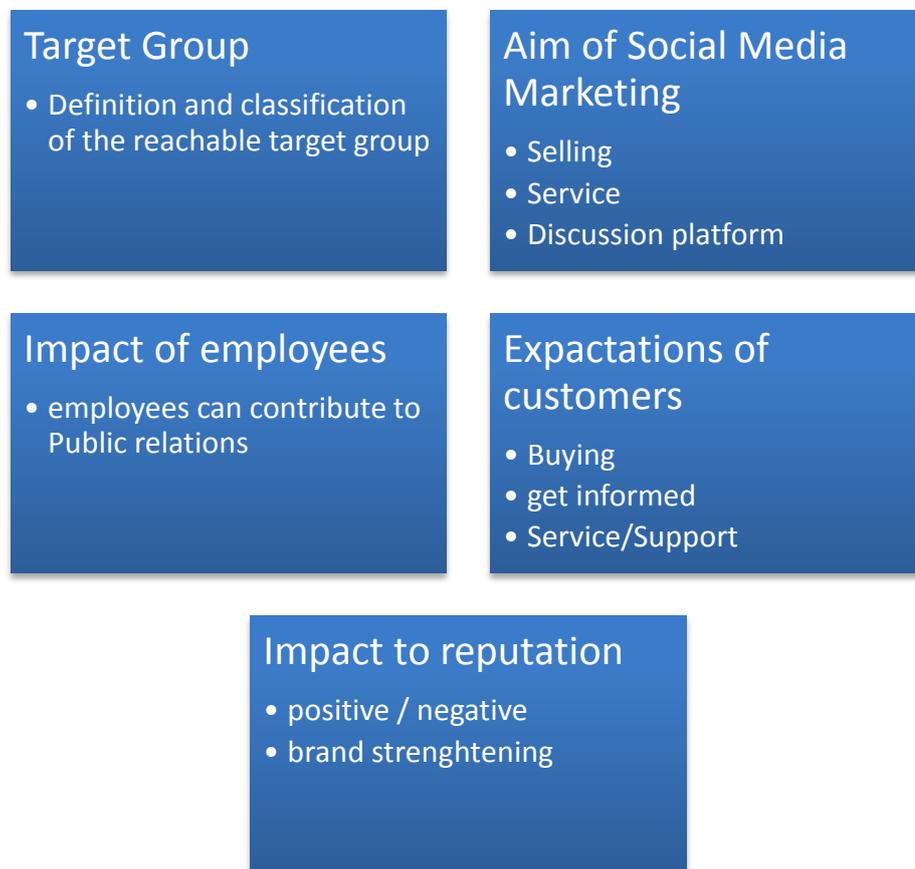


Figure 20 – Work packages of the research

Figure 20 shows the most important questions and topics to be researched; the following chapters show the procedure for the research to get the necessary insights for finding a conclusion and a recommendation for taking the next steps. The aim is

to figure out a concept to establish an effective Social Media Marketing strategy on Social Networks like Xing.

9.5 Definition of the target

The target groups of the research are employees of companies which are active in the business-to-business sector; the business-to-consumer sector is not considered in the research.

The research is done using the actual case of Siemens Enterprise Communications. This limits the ability to generalize the result. Influences through biases and the target auditorium which limits generalizations will be discussed later on.

9.6 Procedure

The author uses different methods to research the problem. As there are different questions to answer⁸⁶, the author decided to implement investigations that consist of a quantitative part and a qualitative part too.

9.6.1 Qualitative research

To get a deeper understanding on a qualitative base, the author decided to perform qualitative interviews with selected experts. These groups of experts are moderators of different Xing or LinkedIn groups that have insights about how these groups perform and how people are contributing in their groups.

The questions are designed to ask the interview partner about:

- their experience with the Social Media Platform,
- the response from the followers,
- the success rate of making business,
- the chances and threats of Social Media Marketing.

The interviewees are chosen out of different business segments that are active in the business-to-business market. As the main focus of the research is the Austrian market, the interviewees have been chosen out mainly from the German speaking

⁸⁶ cf Figure 20

countries, the questionnaire as well as the survey have been created in German and English versions.

9.6.1.1 Questionnaire English

Table 4 gives an overview about the questions of the Questionnaire discussed with English speaking experts.

Q1	What are the main reasons for investing in Social Media activities for your company?
Q2	Do you plan to increase the investment in Social Media Marketing compared to traditional marketing? Assuming a constant traditional Marketing budget, do you invest more or less for Social Media Marketing?
Q3	Which target groups do you address with Social Media Marketing?
Q4	Did you already acquire new customers with help of Social Media Marketing?
Q5	If yes, how big is the share of all new customers compared to other new customer acquisitions?
Q6	How much did it cost to acquire a customer compared to traditional marketing?
Q7	Is your Social Media investment financially successful and are you satisfied with the result and the achieved interaction? Do you cooperate with professional advertising agencies, or do you prepare the presence on Social Media yourself?
Q8	What opportunities and risks do you see in your Social Media engagement?
Q9	Do you evaluate the reputation of your company?
Q10	If so, what impacts did you observe through the Social Media engagement?

Table 4 – Questionnaire English

The German translation and some extra questions can be found in the Appendix⁸⁷.

⁸⁷ cf chapter 11.4.1

9.6.2 Quantitative research

Beside the qualitative research⁸⁸ the author performed a quantitative research, too. The objective is to receive insights about the usage and belongings of the people that are already members of Social Networks.

The target group of this quantitative survey has been identified as members of Social Networks like Xing or LinkedIn, whereby the focus has been set to members of Xing. In the first step the author addressed only members of Siemens Enterprise Communications Xing and LinkedIn groups and related groups. As the response rate within these groups was very low, it has been decided to address Siemens Enterprise Communications customers directly to join the survey. After these measures the response rate still stayed below the expectations and the survey has been spread to a much broader target group. It is evident that this procedure complicates the abilities for conclusions but as the own customers could not be motivated to contribute it had to be analyzed if a broader target group could be motivated to join.

The survey is executed electronically and announced via different channels. The following chapter shows the marketing measures in detail, the execution can be found in chapter 9.7.2.

9.6.2.1 Execution

For the quantitative research a questionnaire has been created. The goal of the quantitative research is to get insights about the usage behavior of people in different Social Networks. Furthermore the research asks about expectations of customers in Social Networks and the abilities to make business within the Social Network platforms.

⁸⁸ cf chapter 9.6.1

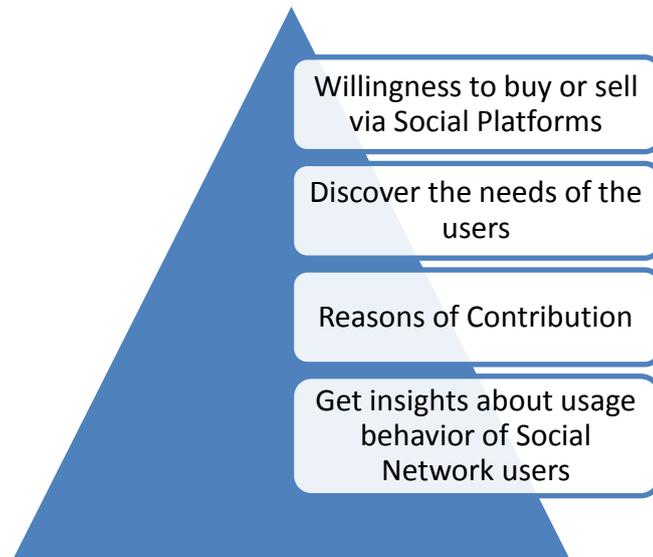


Figure 21 – Objectives of the quantitative research

With these objectives as source a questionnaire has been created in both German⁸⁹ and English⁹⁰ language to address the German community via Xing as well as the Austrian customers and the English community via LinkedIn.

The questionnaire has been implemented to be deployed and executed via the Internet. Therefore the online services of Zoomerang, a MarketTools, Inc. Company have been used for deployment, execution and analysis. Zoomerang is specialized for Online Survey & Polls and describes itself as follows:

“Since 1999, Zoomerang has provided a powerful, self-service alternative for conducting accurate comprehensive online surveys with a minimum of cost and effort”⁹¹

The questions have been technically designed to be implemented into the eco system of the tool and have been implemented in both languages. For the deployment the tool provides an URL which can be published via email, Web announcements or other channels. For this survey the author decided for following strategy to publish and solicit the questionnaire:

⁸⁹ cf chapter 11.2

⁹⁰ cf chapter 11.1

⁹¹ Zoomerang (2011): About Us, <http://www.zoomerang.com/About/>.

- Email Newsletter:
 - o The Siemens Enterprise Communications Austria customer base has been addressed with a newsletter to ask the customers to contribute to the questionnaire.
- Article in Blogs: The questionnaire has been placed to <http://www.socialmediacuts.com>
- Xing / LinkedIn:
 - o To receive a high return rate and big amount of answers, the questionnaire has been placed into several Xing and LinkedIn groups:

Group	Platform	Members (February 2011)
Social Network Marketing	Xing	5326
Siemens Enterprise Communications Hipath, Hicom, OpenStage, OpenPath & Co.	Xing	655
Unified Communications Network	Xing	390
XING : Wien	Xing	26642
Touristik	Xing	16393
Werbung, Reklame, Dingdong	Xing	15262
Automotive suppliers	Xing	10820
Agrar- & Landwirtschaft (Familienbetrieb bis Aktiengesellschaft)	Xing	2344
Power-Networking	Xing	2109
Internet Marketing	Xing	25141
Marketing Community Austria	Xing	3070
Öffentlichkeitsarbeit und Unternehmenskommunikation	Xing	4120
Online Marketing	Xing	930
Online PR	Xing	3527
Pressearbeit, PR und Medienkommunikation	Xing	7203

Social Media Optimization	Xing	2623
Social Media Relations	Xing	1689
Social Media United	Xing	923
Telekom-Press.at	Xing	1655
Tweet Akademie	Xing	1649
Unified Communications Network	Xing	496
Virales Marketing	Xing	1445
XING Wien	Xing	26653
Siemens Enterprise Communications Customers, Partners, Employees & Unified Comms interested parties	LinkedIn	912
Unified Communications	LinkedIn	19317
		181294

Table 5 – Addressed people for the online survey

Within these groups the invitation text has been placed to make the members aware of the survey. As incentive for the contribution a free copy of the survey's results have been offered. Furthermore the survey has been promoted via several Twitter feeds.

Survey on the Social Media usage behavior

The usage of Social Media Networks like LinkedIn, Facebook, Myspace or Xing reaches the highest growth rates. In March 2010 Facebook became the most visited website for the week and surpassed Google.com for the first time. It can be expected that the companies will adapt to the new usage behavior and change their marketing strategies in the Internet.

I am a MBA student of Danube Business School in Krems / Austria. In context of my Master Thesis I examine the potential of Social Networks and the possibilities of business and customer acquisition in the business-to-business environment.

I kindly ask you to support this examination by taking part in my survey. The

survey will take around 10 minutes. If you are interested in the results just send me an email to socialmedia_survey@gmx.net.

Click here to start the survey:

<http://www.zoomerang.com/Survey/WEB22BMWU4QMUY/>

Figure 22 – Survey Invitation

Figure 22 shows the invitation text that has been used to attract people to contribute. The German version of the invitation letter can be found in chapter 11.3.

9.6.3 Comparative research

The quantitative research⁹² and the qualitative research⁹³ are done independently to other published researches. After the analysis of the results both are compared with the insights of different studies. Conclusions will follow and are adapted to the question of the Master Thesis.

9.7 Results

9.7.1 Qualitative Research

9.7.1.1 Process of analyzing qualitative data

In contrast to the quantitative research the obtained data does not include any numbers. The data does consist of personal information as the result of the executed telephone interviews. Of course the analysis must follow another approach than the qualitative analysis. Measurement and statistical analysis do not ensure that the research is useful, so in context with this Master Thesis the author decided to enhance the findings⁹⁴ with qualitative data. It is evident that the qualitative research does not lead to generalizations but on the other hand it gives deeper insights about the thoughts of the users. The research gives an initial understanding and opens new ideas as the answers come out of the experience of the interviewees.

⁹² cf chapter 9.6.1

⁹³ cf chapter 9.6.2

⁹⁴ cf Hair, J., Wolfinger, M., Ortinau, D., Bush, R. (2008): Essentials of Marketing Research. Singapore, McGraw-Hill Education, 196.

Throughout the analysis following model will be used to qualify and analyze the data.⁹⁵

A three step process of the analysis will be engaged:

1. Data Reduction
2. Data Display
3. Conclusion

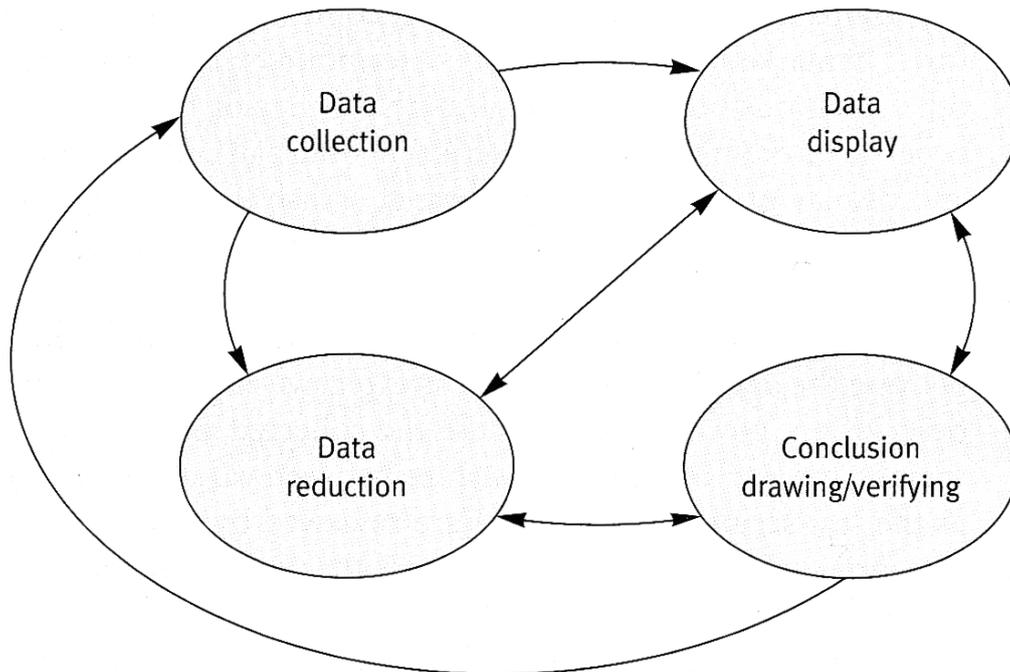


Figure 23 – Components of Data Analysis⁹⁶

Step 1 – Data Reduction

The amount of data generated in qualitative studies can be extensive. During interviews the interviewer receives a lot of relevant and irrelevant data that need to be filtered, categorized and analyzed. The data need to be evaluated to find results.

Step 2 – Data Display

⁹⁵ cf Hair, J., Wolfinbarger, M., Ortinau, D., Bush, R. (2008), 198

⁹⁶ cf ibid

Categorized and reduced data can be visualized which is very important as help to summarize the extensive textual input. There are no rules to display the data and the visualization may vary from case to case. For this Master Thesis the author decided to prepare the data in tables and sort the relevant questions that the reader is able to get a direct overview about the main aspects and statements of the different interviews. The data reduction also includes the translation and filters the most important statements; these statements will be reduced in a second step to lead to a displayable table. This table will be used to design the conclusion of the qualitative analysis.

Step 3 – Conclusion

The above two steps leads through an iterative process where the data is analyzed several times whereby different criteria get applied. Before summing up and finding a conclusion the outcome must be checked against possible biases that may affect the result.

9.7.1.2 Data Reduction - Paraphrasing

In the first step the interviews are translated when applicable and paraphrased to describe the content of the interview. The following tables are geared to systematic guidelines.⁹⁷

An overview about the interviewees is given in Table 6. It consists of the function and business segment the interviewees are working in.

⁹⁷ cf InSites (2007): Tips for Analyzing Qualitative Data, http://www.insites.org/CLIP_v1_site/downloads/PDFs/TipsAnalzQualData.5D.8-07.pdf, InSites.

ID	Interviewee	Function	Business segment	Interview date
1	Interviewee 1	Internet & Social Media Manager	IT and telecommunications	2011-12-01
2	Interviewee 2	Human Resource Consultant	Engines, machinery and equipment	2011-05-01
3	Interviewee 3	Management	Logistics Consultant	2011-01-20
4	Interviewee 4	Customer Relations Manager - Enterprise Groups	IT and Social Media	2011-01-27

Table 6 – Interview partners

Table 7 shows all answers from the interviewees. The answers are

- translated to English when applicable;
- paraphrased – the answers have been rephrased and compressed. All copulas and not necessary information have been removed.

ID#	Q#	Response
1	Q1	It is a fantastic way to reach market, customers, potential customers, partners and analysts. We can provide information about what we are doing and make them aware about case studies. Furthermore we get feedback, can respond and are able to trace people's perception. We are in the full front of peoples mind. We are able to create a trusted relationship.
1	Q2	We are increasing our budget and will invest in a complete blog. We will invest in extra resource because it is important moving forward.
1	Q3	We focus exclusively on business-to-business. We focus on our partners, prospective customers and the analyst community. We see a lot of target segments we already did connect with.
1	Q4	No, we did not. We have to talk to leads and new partners. From

		listening to questions we found leads and new opportunities and definitely found prospective via Social Media. Traditional marketing channels still generate most leads but Social Media gets part of an integrated marketing campaign. It is a lot of more cost effective to do things on Social Media. The costs are only the labor costs to target people and focus on building relationships. It will be part of a traditional campaign and will bring campaign fees down, because of its ability to reach people on the low costs of running it.
1	Q5	We have invested in a Social Monitoring Tool, this is our only investment in Social Media, and everything else is free. We just start to talk to a Social Media agency to help us to get on next step.
1	Q6	We do not work with professional agencies. It is difficult to find the right agency that has enough experience about Social Media and knows to push us to the next level. We did not find someone to advise us now.
1	Q7	I see enormous options. We will educate our employees that they know the benefits of Social Media. We will have a virtual Social Media army that is constantly talking about our brand and great things we are doing to initiate viral marketing. There are risks in it, the risk for any enabling people to associate themselves with Siemens Enterprise and post things we don't want. We have guidelines and training and we have to trust your employees. I see the benefits far away from any risks.
1	Q8	Yes definitely, we listen for comments both positive and negative, and in both instances respond and engage and either spread the good word or turn the situation around. The most important thing is that we don't ignore.
2	Q1	I am on Social Platforms exclusively for business reasons. The contacts I obtain via Xing or LinkedIn are worth full for my business. I get in contact with potential candidates for jobs. Marketing or Advertisement is secondary for my business. It is more important to see which people work in the same business segment, work on specific projects and have specific experience. I also use it to find new clients, but therefore I use different channels.

2	Q2	I don't plan to increase investment; advertisement investment did not change since years.
2	Q3	The target groups are very limited, because many of my potential clients are not active on Social Networks. Executives or Human resource managers are not active on these platforms.
2	Q4	Yes, in one case, but this is not significant. The share on new clients is high, because I acquire 3-5 new clients a year, but this more lucky case. My marketing measures are mainly telephone calls.
2	Q5	Yes, it is. The Social Media appearance is not very cost intensive.
2	Q6	Yes, our Headquarter in Switzerland, I do it for my own.
2	Q7	I don't want to overestimate the chances, but one chance is that it is very easy to get in contact with new people. It is less formal which is a big chance to get in contact very easily. I don't see any risks.
2	Q8	Yes, but very seldom. We did not see any impacts.
3	Q1	It is a good opportunity to find new contacts. Furthermore I already acquired new projects.
3	Q2	Yes, I am continuing my Xing activities and will expand my activities there. I am reserved to use other platforms like Twitter because they appear a bit dubious for me. Things can hardly be tracked, but this could be, because I am not used to it, too.
3	Q3	Professional groups in the business area I am in. I don't contribute to off topic groups like political debates or similar.
3	Q4	The share is around 20%, the tendency is increasing. The traditional marketing channels and personal contacts, earlier projects, personal recommendations are the majority of new acquisitions. The acquisition costs on Social Media is very low, it is just a little time to invest.
3	Q5	In my segment of storage systems are currently less activities. On Social Media and Xing are many people searching for projects or jobs and it is important to filter to reach the right people. It is not just putting in information and the people are getting back to you.
3	Q6	I did everything by myself. I present my business in Xing and LinkedIn together with my personal home page.

3	Q7	I see chances to enhance business and to reach new target groups that cannot be reached with other channels. The risks are that there are many people active just for self-presentation which is sometimes not completely serious. This scares potential customers to be active in Social Media.
3	Q8	No, I do not perform professional reputation management. Of course I trace activities on Social Media and I can see directly a higher volume of access when I publish something. This is not always associated with new business. It needs effort to make business there.
4	Q1	The main reasons are the online presence and Branding; furthermore it is timely and modern to contribute to Social Media. Companies are heading to a professional presence on Xing, Facebook or Twitter. They are present anyway but a good reason should be to design it by them rather than let their users create it. Customer or alumni management are also targeted because they are already on the Networks and cannot be addressed easily via other channels.
4	Q2	Out from my experience the trend is to invest more. Our customer and also agencies are heading in this direction.
4	Q3	Target groups are Alumni's, Rehiring, and business Partners. Furthermore is Viral marketing important to get the message to the rest of the target.
4	Q4	I cannot estimate the share but the feedback of customers and studies tells us that it is a good opportunity for acquiring new customers and projects. The costs depends how the companies place itself, Facebook or Twitter are free of charge. Some companies spend a lot of effort and create Social Media departments; some crafty firms were able to start a viral marketing campaign with one short Twitter message or a short YouTube Video with almost no costs.
4	Q5	By experience we know that the best interaction happens in companies that already have a community and which let customers speak to customers or allows customers to share their experience with potential new customers. It is important for companies to allow this interaction,

		because in that way they are able to control it and respond accordingly. There are also firms which fully control input and content, but this does not lead to successful presence. Also it cannot be expected that new customers are acquired automatically. It is important to integrate new customers to discussions.
4	Q6	It depends. Especially big companies contract agencies, because the companies have big, old structures and a very traditional, old fashioned company culture. So it is not easy for them to find the acceptance, so they make use of professional support.
4	Q7	More opportunities than risks. The risk is don't being present. The company is present anyway; if the company invests by itself it is controllable by them. If they are not present they have no impact on the messages created in the web. A big chance is the Branding and the communication. The risk is not acting professional and not allocating enough resources for the activities. There are famous examples where companies tried to restrict the communications which was a fatal failing in communications because this backfired and led to damage in reputation.
4	Q8	I don't know exactly but they are doing some kind of controlling. We provide reports about the activities, the target group and demographic data. Our customers are very interested in these reports.
4	Q9	We have a Best Offers area in Xing where our partners are able to do lotteries or sales promotions. This increases the click rate a lot.

Table 7 – Paraphrased, translated content of the interviews

Table 8 compresses the paraphrased text again and figures out the most important key statements. Further on these statements get compared and combined to build an aggregated answer sheet from the individuals. During this process the author is going to find patterns and relationships between the answers.

ID#	Q#	Key Statements
1	Q1	reach market provide Information

		get feedback and respond create relationship
2	Q1	reach people get overview about projects
3	Q1	reach people acquire projects
4	Q1	presence and branding customer and alumni management
1	Q2	increasing budget, extra resource
2	Q2	no additional investment
3	Q2	increasing budget no investments in Twitter
4	Q2	increasing budget
1	Q3	partners prospective customers analyst community
2	Q3	limited potential customers are not reachable via Social Networks
3	Q3	professional groups in the business area I am in
4	Q3	alumni rehiring business partners
1	Q4	no customers acquired found leads and opportunities traditional marketing channels generate most leads Social Media part of an integrated marketing campaign cost effective campaign fees go down reaching people at low cost of money
2	Q4	yes, but not significantly Marketing is mainly doing telephone calls
3	Q4	yes, but majority still traditional marketing channels Acquisition costs on Social Media very low

4	Q4	good opportunity to acquire new customers investment depends on the company
1	Q5	low price next step is talking to Social Media agency
2	Q5	yes Social Media is not cost intensive
3	Q5	there are less activities in this area in my segment
4	Q5	companies with communities are successful companies have to let people talk and let share experience with potential customers to be successful
1	Q6	we don't work with agencies but we are looking for someone
2	Q6	I do it for my own
3	Q6	I did everything for myself
4	Q6	big companies tend to contract agencies as the structures are not ready for Social Media
1	Q7	enormous options virtual social Media army talking about us (viral marketing) Risks is that everybody can contribute and post things we don't want
2	Q7	it is easier and less formal to get in contact with new people no risks
3	Q7	enhance business and reach groups that could not be reached before The risk is that many people are active for self-presentation and sometimes not serious.
4	Q7	company presentation branding communication The risk is not to contribute or restrict communications which is not possible on Social Media.
1	Q8	Yes, we do. We react and contribute to the activities

2	Q8	yes, no impact detected
3	Q8	No, but we see the response when we publish something. Not always associated with new business.
4	Q8	Xing provides reports of activities, customers are very interested
4	Q9	Best Offers increase the click rate a lot. Can find lotteries or promotions there.

Table 8 – Key Statements of the interviewees, sorted by questions

Finally Table 9 shows a summarized collection of the answers based on the key statements shown in Table 8. The author analyzed the statements based on patterns and relationships and aggregated them to following result:

Q#	Response
Q1	The interviewed persons have a common meaning of the topic and they all think that reaching the market is one of the most important things to contribute to Social Media. Social Media gives a good possibility to present the company, strengthen the brand and reach groups that cannot be reached with traditional channels. Furthermore Social Media helps creating relationships and get feedback or respond from customers.
Q2	Investments generally are going to rise and companies are going to allocate extra resources to Social Media.
Q3	The target groups for the interviewees are potential customers, analysts, communities and Alumni clubs. In general companies are able to address a broader base of people that could not be reached without Social Media. On the other hand the target group can also be very restricted, because potential customers are not active on Social Media, which could restrict the Social Media activities. So it cannot be generalized to reach the customers with Social Media.
Q4	The interviewees did already acquire new customers in some cases, but in general new business is still acquired with traditional marketing channels. As the investment in Social Media is very low, the interviewees see the investment as add-on to traditional marketing campaigns. Social Media

enables companies to lower costs of marketing campaigns and reach people at low cost of money. The investment costs vary a lot, depending on the company; Social Media is a good media to start viral marketing campaigns.

Q5 All interviewed people state that the investment is successful. Because of the low entry prices which are basically just the labor costs it is easy to start. One interviewee complains that there is too less activity in his segment, so there are not really big options to market the products. To be successful it is important to let people talk and share their experience with potential customers. As communication cannot be restricted the interviewees suggest to react on all complains instead of denying it.

Q6 The answer on this question is quite mixed, some work for their own, others with agencies. In general it can be stated that the decision strongly depends on the corporate culture. If the company (mainly in traditional working companies) does not have the structure and culture for Social Media, it is essential to attend the process professionally. Social Media activities can be started very easily, too. Some companies were able to start with a blog or a twitter message a big viral campaign.

Q7 In general the interviewees see more options and opportunities than threats. Big chances are the reachability of many people with viral marketing campaigns at almost no costs. It is easy and less formal to reach new people and groups that could not be reached before. The company is furthermore able to present the company and strengthen the brand and corporate communication. On the other hand side there are risks of everybody being able to contribute and communicate about topics which the companies would normally hide. But the big risk is not to contribute and not comment things the community might share.

Q8 Reputation management is done on different levels, depending on the firm. Some do analyze the attitude of the company on Social Media others just trace response on the websites where they publish information. Xing also provides basic features like activity reports. Real reputation management is done in one case. The company reacts on all positive and negative messages in the Social Media Ecosystem.

Q9 Xing offers lotteries and sales promotions in the Best Offers area. Of course this is an incentive to contribute and it increases the click rate.

Table 9 – Assembled, summarized answers

9.7.1.3 Conclusion

From the above questions and answers a similar trend can be figured out. People are investing in Social Media and made some experiences, but until now it does not tend to be a marketing instrument to gain sales volume. Social Media is a good way to reach new target groups and people that may result in new leads. Furthermore it seems that contribution in Social Media is not optional, it is a must, because people already communicate about products and services. The companies are able to choose whether to join or let the community talk without official statements. The investments are going to rise, but Social Media is still a cheap way to enhance Marketing campaigns and should be part of a complete marketing campaign. The interviewees see Social Media as additional instrument and part of an up to date marketing campaign. In general there are a lot of chances and almost no risks, the biggest risk is not to contribute and let the community talk without any intervention, and also some people expressed their fear about seriousness of the people on platforms. Reputation management is done partly, but the possibilities are still endless as currently the interviewed persons do not analyze the activities in full range.

The author's expression of the qualitative research is that all participants of the interviews are heading forward to get more active to find real opportunities. On the other hand side customers are not accepting the offering on Social Media platforms otherwise the interviewees would report higher success rates. More and deeper insights from qualitative view would be interesting and also an open discussion in a focus group would give more and valuable insights. The procedure is time-consuming and therefore out of scope of this Master Thesis.

The quantitative survey will show the understanding from users of Social Networks. The results will be compared with these results.

9.7.2 Quantitative Research

Chapter 9.6.2 already figured out the procedure, the target group and the addressed people. The current chapter will focus on the results and the research of the data and information collected. The objective of this Master Thesis is to find answers about the Social Networks behavior of the users in the telecommunications sector; therefore the survey has been addressed to receive answers of a sample of people that are active in the IT and telecommunications business.

The survey has been launched on 12/15/2010 and the author promoted the survey on several Xing and Linked in groups, in total around 20.000 people have been addressed. As the respond rate was very rare (around 25 completed surveys) the author decided to enhance the target group to people that are already present in Social Media Networks. Therefore the survey has been promoted in Xing groups of different sectors like Social Media groups, public relations groups as well as in blogs and email newsletters. Chapter 9.6.2.1 gives a detailed overview about the addressed groups of people. It is evident that the enhanced sample is not adequate to make valid assumptions for the population of the telecommunication business but at least it should be possible to make conclusions to a bigger group of people that can be selected from the received answers.

To get a higher response rate the addressed groups have been enhanced to more than 180.000 people. The survey has been closed on 03/18/11, in this time interval the response rate raised to 112 people. This results in a response rate of 0,62 per mille. As the response rate for the survey is too low to make assumptions for the whole population the author decided to analyze the on hand data and find conclusions for this small sample. Finally the result of the survey can be classified as expert interviews because of the non-representative sample.

Further on the results of the survey are presented in a visual and a written conclusion.

9.7.2.1 Social Network usage

To figure out the use habits of the participants, the survey asked about the Social Networks that are in use by the interviewees. Figure 24 gives an overview about the

used networks. Of course it must be in mind that the result contains biases as the asked user group is acquired on Xing user groups. It can be seen that the business network Xing is used by 92% of the participants whereby 81% are using Xing in their business life. The competitor LinkedIn has much less importance for the target group and is used by 29% only. This is a similar level than the private oriented Social Network Facebook. Twitter seems to have a similar impact in business life whereby StudyVZ and MySpace have a very rare meaning for the German B2B market. Xing positions itself as business platform therefore the response of 33% that use Xing professionally and personally is surprisingly high. It could be an interesting indicator for acquiring business because it is an advantage if partners are also personally motivated to visit such platforms.

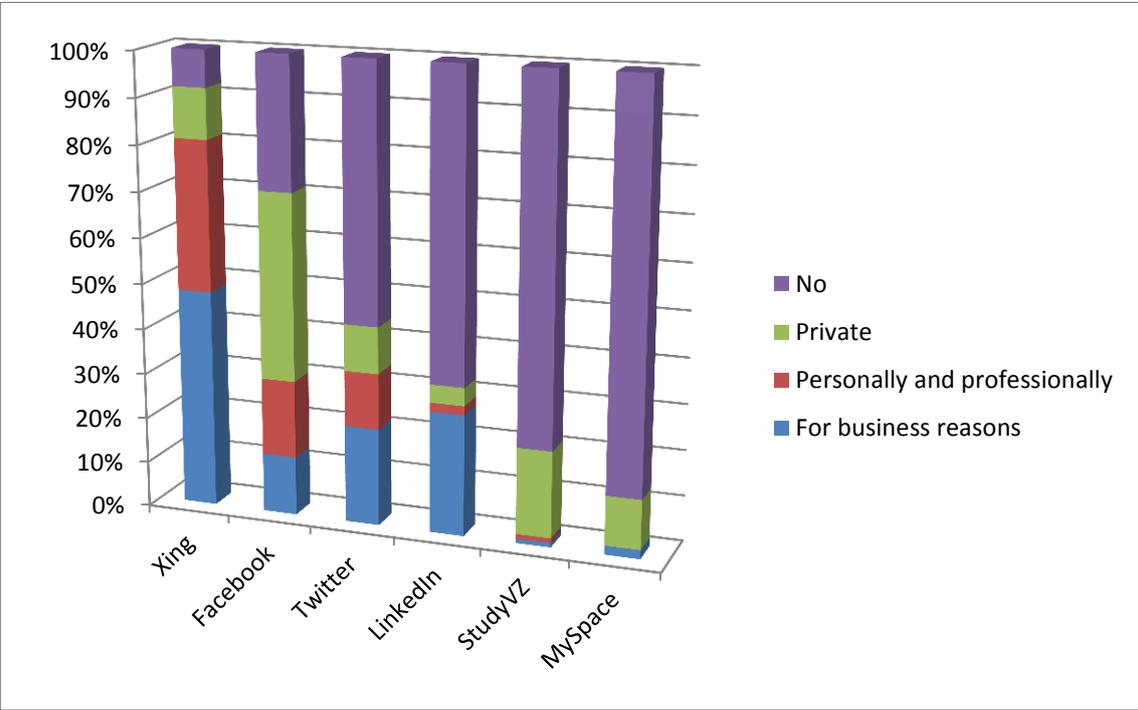


Figure 24 – Social Network usage

On base of these insights and with the knowledge of the low response the analysis is mostly focused on Xing because most of the answers were received of Xing users. Figure 25 shows the reasons for motivation of using the business networks Xing and LinkedIn in detail, Xing motivates people much more to contribute also personally. The Social Network Xing focused from its beginning to the German speaking areas

whereby LinkedIn originates from the United States of America and is slowly trying to increase the market share in Europe.

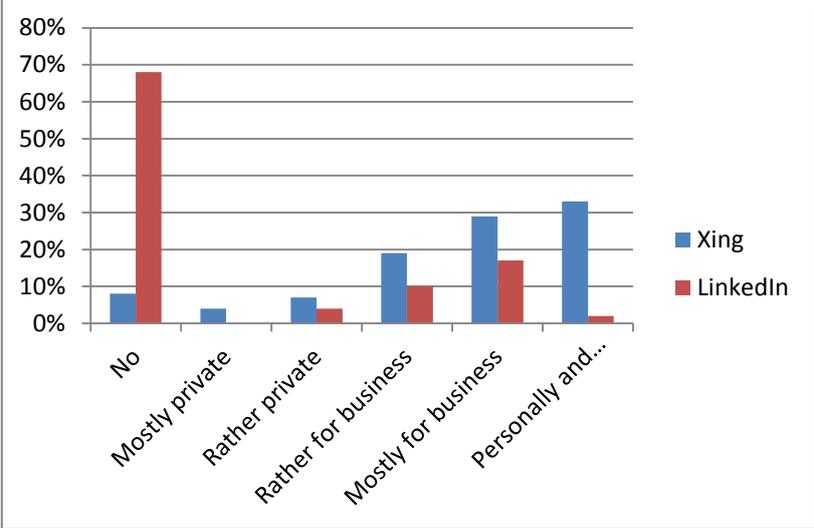


Figure 25 – Xing usage vs. LinkedIn usage

Another important measure for marketing activities is the frequency of usage of the Networks. Xing has a huge customer base, but as the basic features are free of charge it can be assumed that many people subscribed but do not use it. The survey resulted in a clear picture of the habits of the participants whereby 95% are using Xing at least once a week, out of them 46% are using Xing on a daily base which indicates good opportunities to reach people.

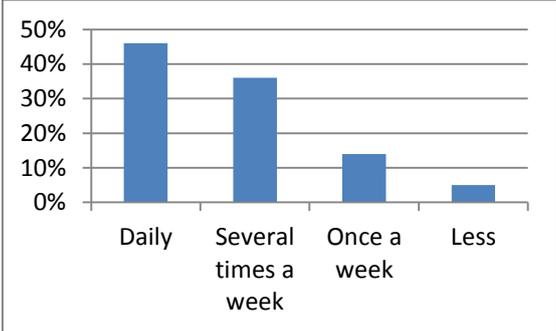


Figure 26 – Xing usage frequency

Of course it must be considered that the survey reached mainly people that are using Xing on a regular base, so it cannot be concluded that this result is representative for all Xing users.

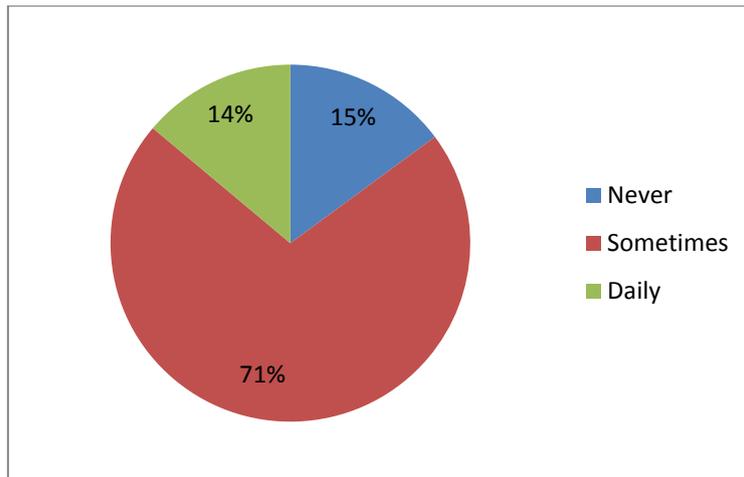


Figure 27 – Frequency of contribution

Within the group of Xing users that are using Xing on a regular base Figure 27 shows the activities of the participants within the Social Network Xing. Only 15% are passive and do not contribute; 85% are used to contribute to the Network. For marketing activities and especially for viral marketing activities it is essential to reach people that contribute on a very regular base, out from this graph 15% of the participants are high potential users that should be reached with campaigns. Of course they can be reached more easily, because they are very present in the network but the huge potential can only be deployed if this people can be reached to carry the message to others. This could be in the same Social Network, but of course they could and should carry messages to other Networks, which can be virtual Networks, but real personal networks too.

Regarding a study done by the E-Centers of the Austrian institution “Wirtschaftskammer Österreich” in January 2011 48% of companies do use Social Media. In the year 2010 only 39% did use Social Media. The favorite platforms are Facebook, Twitter and Xing. Two-third of the companies that are active do post news weekly, 18% of them are posting daily. The companies do not see the use of the activities yet, only a quarter of the companies do follow strategic targets. The image of the company is the major goal followed by customer acquisition and customer

retention. Only 22% of the companies do use guidelines for the usage, 11% plan to introduce such guidelines.⁹⁸

One objective of Social Marketing campaigns is to enable new target groups, too. It must be understood why people do not contribute to Social Network yet so the group of people that do not contribute to Xing have been asked why they did not and do not contribute⁹⁹.

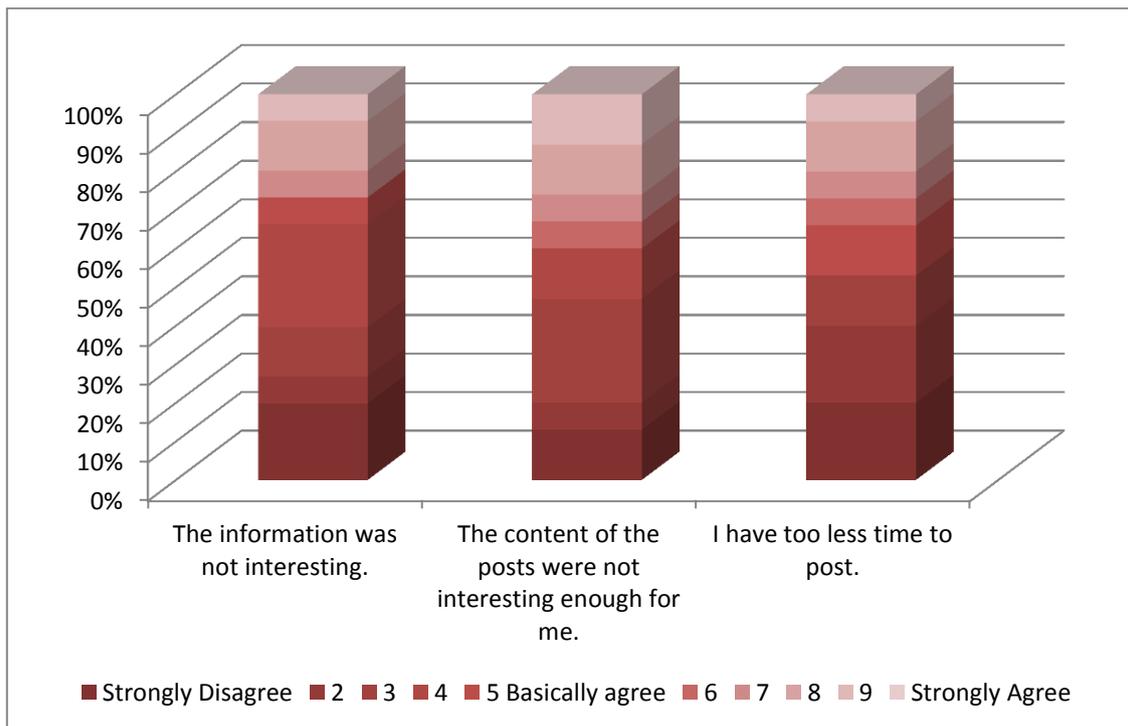


Figure 28 – Reasons for not contributing

The graph does not give any new insight, as the result is much diversified. The reason therefore may be the small sample, but it could also be an indicator that these questions cannot be answered easily with a written survey. To figure out the background why those people cannot be reached to contribute it may be necessary to find answers within personal interviews.

⁹⁸ cf DiePresse (2011): Heimische Firmen: Planlos ins Abenteuer "Social Media", http://diepresse.com/home/wirtschaft/economist/634967/Heimische-Firmen_Planlos-ins-Abenteuer-Social-Media, translation by author.

⁹⁹ cf Figure 28

As the sample for the non-contributing people is very small, the further analysis concentrates on the whole sample won during that survey. The research is going to figure out the reasons for contribution and the expectations of the contributing people. It is important to understand why people do contribute to fulfill their expectations and find ways to combine marketing strategies with the needs of the users.

9.7.2.2 Expectations of Social Networks

The following chapter analyzes the reasons and expectations of the participants to join and to contribute to Social Networks. The objective for this Master Thesis is to figure out possibilities for Social Media Marketing in the B2B telecommunications sector; therefore it is necessary to get a deeper understanding about the reasons to focus with the campaign exactly the needs of the users.

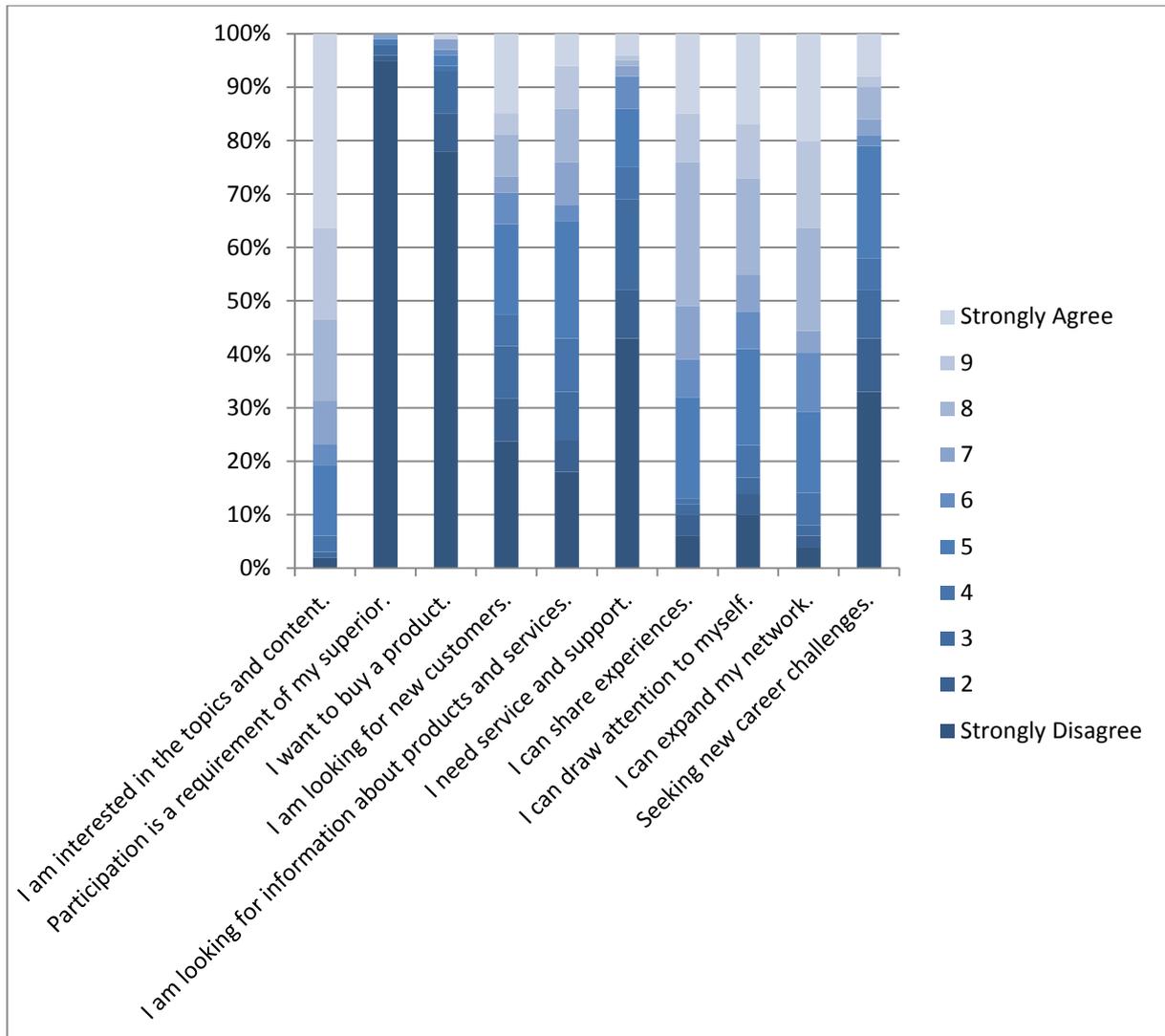


Figure 29 – Reasons for participating Social Networks

Figure 29 gives an overview about the reasons of participation of users. The main reason to join Xing groups was the interest about the topic. It ranks far away from Social Media Marketing reasons like finding new customers, which has a much lower priority, but is still a motivation for joining groups. The question about the buying willingness has been answered with a significant disagreement, which means that people are not joining groups with having buying willingness in mind. Around the half of the group of participants is looking for information about products of services which gives a potential of serving the customer with new information and find entrance points for enabling viral marketing campaigns. Only a minor part is looking for service and support, this is in contrast with the Yankee Group Survey introduced in chapter 8.12.4. Referring to the Yankee Group study 70% were looking for real-time support

and 54% are shopping for products on Social Sites.¹⁰⁰ The survey performed for this Master Thesis was concentrating mainly on Xing, which may be an indicator for a different target group with different habits compared to the Yankee Group study.

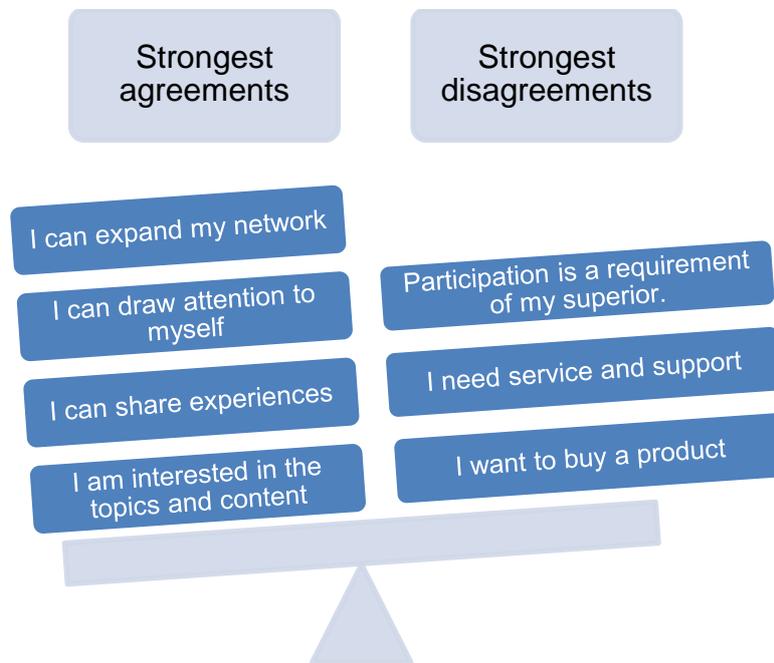


Figure 30 – Key Findings of reasons for participation

Mentionable and strong agreement can be found in sharing experiences, drawing self-attention and expansion of the own networks. As sharing experiences is one of the core topics of Social Media it approves the theory of Social Media with the understanding and needs of the users. Network expansion and drawing self-attention are tools for self-expression and can be categorized in use of Social Software in the group Identity Management.¹⁰¹ As Social Networks like Xing are an easy way for self-presentation this is also a risk for Social Networks. If too many people are just active for presenting themselves the seriousness of the platforms are in danger. This feedback has been received during the interviews presented in chapter 9.7.1. Concluding those answers it is clear that the motivation of participation cannot be a requirement of the superior. So the participating people were mainly self-motivated to

¹⁰⁰ cf Kingstone, S., Kerravala, Z. (2010), 7

¹⁰¹ cf Hettler, U. (2010), 13, translation by author

join. Of course this finding must be relativized, because people that were forced to join group would probably not attend the survey as they are not self-motivated.

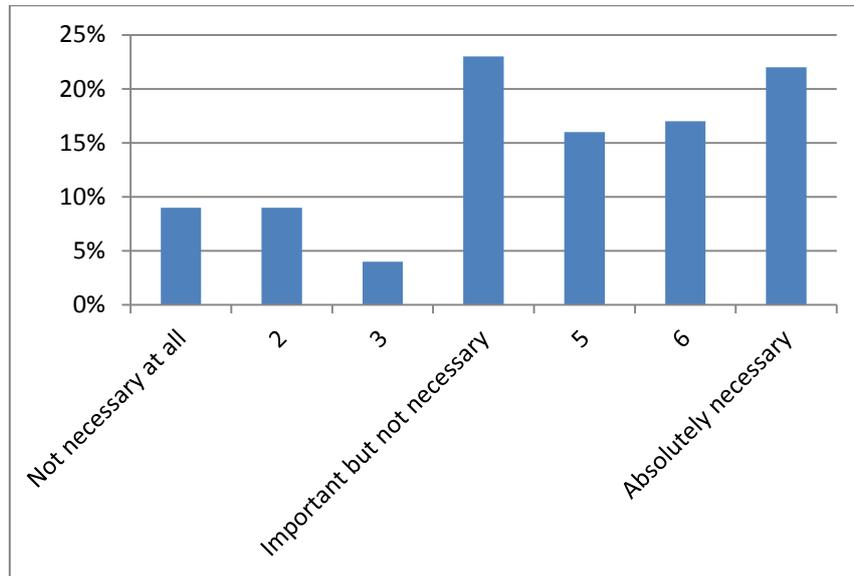


Figure 31 – Importance of social networks in the profession of participants

During the survey the participants were asked whether Social Networks are important for their daily work or not¹⁰². The answers received have their peak between “important but not necessary” till “absolutely necessary”. These answers are characteristic for that survey, because the participants were mainly people that use Xing very regularly. So if they are motivated to use Xing for their daily business they probably see a value in doing it. That’s why their meaning is that they need it for their work.

¹⁰² cf Figure 31

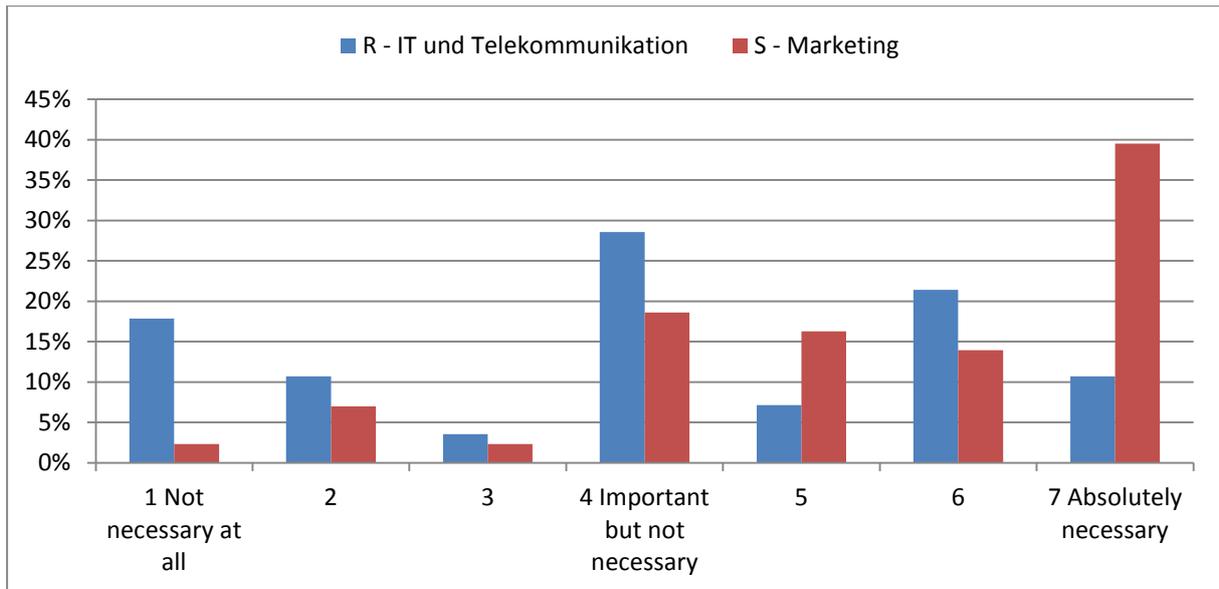


Figure 32 – Importance of social networks in the profession of participants sorted by business segments

To get a better understanding of the importance of Social Networks to the employees work, the same analysis has been done but categorized by segments. Figure 40 shows the business segments of the participants of the survey. The major contributing segments can be identified as the IT and Telecommunications Segments and the Marketing segment. Figure 32 gives a much clearer picture than before. The high volume of answers which resulted in Social Media is necessary for the work has been received by Marketers whereby the IT and Telecommunications sector has a more spread result. This can be lead back to the different roles of people attended.

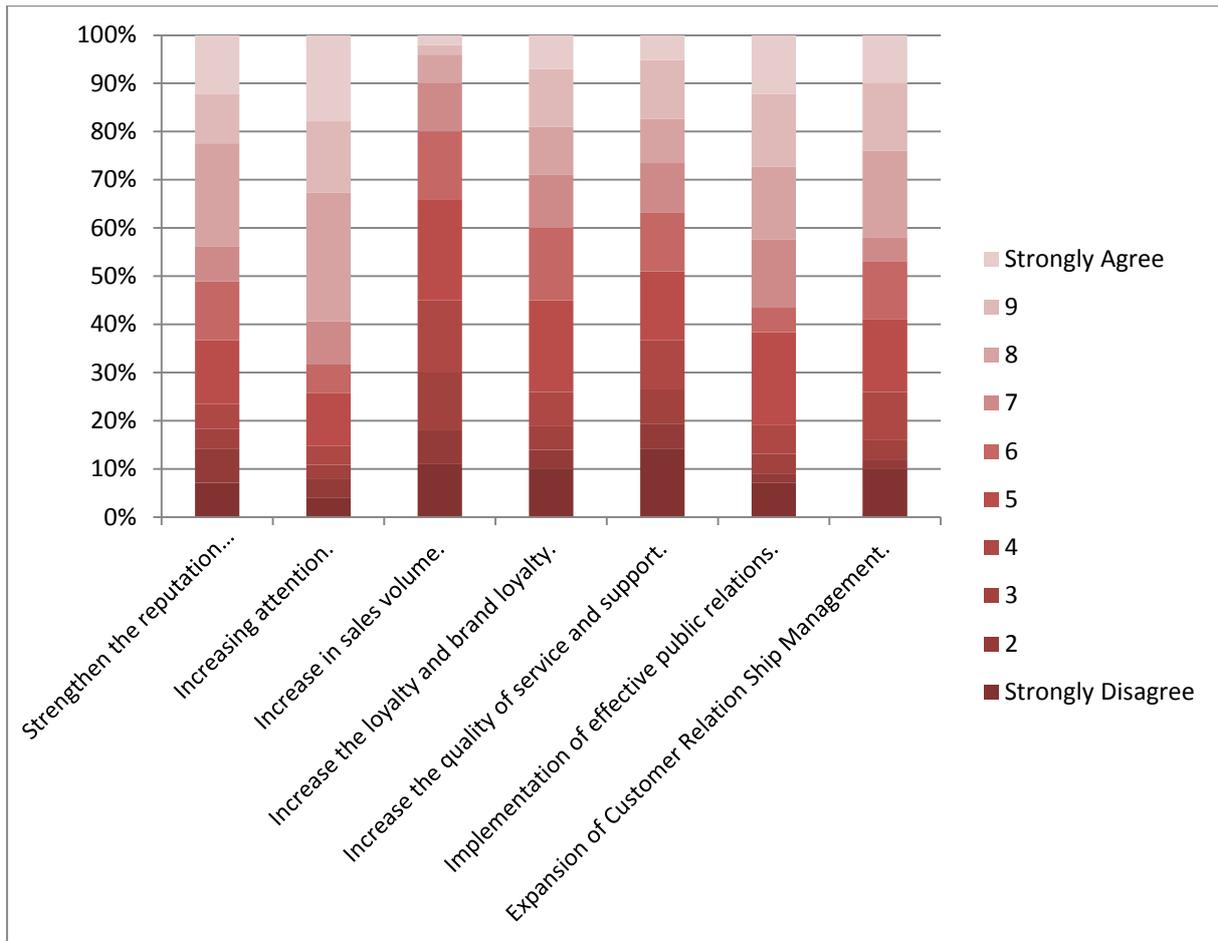


Figure 33 – Objectives of Social Media

Besides the reasons for joining Social Networks the participants were also asked about the goals that can be reached best with Social Media¹⁰³. The picture correlates with the expectations of Social Networks. The drivers are:

- Increasing attention.
- Strengthen the reputation of the company's name and products.
- Implementation of effective public relations.
- Expansion of Customer Relation Ship Management.

Increasing attention, which is the highest rated argument, accords with the reasons for Social Media engagement in the B2B sector introduced in chapter 8.12.1 by David Nelles.

¹⁰³ cf Figure 33

“Service and support” as well as “Increase of Sales volume” are not objectives by Social Media regarding this survey.

All in all it gets clearer that Social Media is an instrument to get a higher attention and enhance the possibilities for public relations independent if they are company driven or user driven.

9.7.2.3 Buying behavior

To get more insights about the buying behavior and marketing mind set in Social Networks, people were asked whether they already bought something via Social Media or not. The focus is to find out how Social Media can be used to acquire new projects and customer. Until this point it could be seen that people do not expect direct business, direct sales or direct support via those channels.

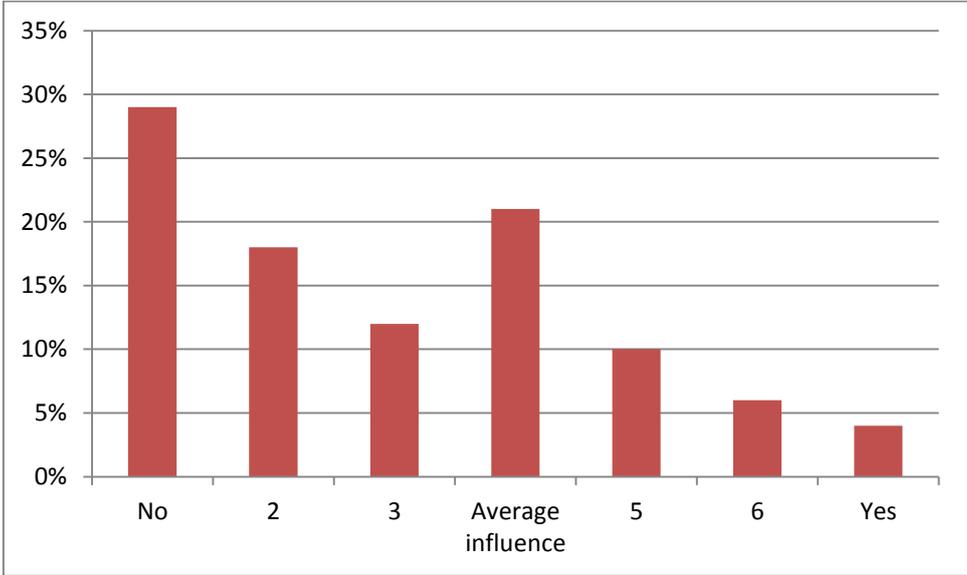


Figure 34 – Influence of Social Networks in buying decisions

Figure 34 gives an overview about the impact of buying decisions of the participant in Social Networks. It can be seen that people think that there was no direct impact to their buying decision until yet, almost one-third of the answers indicate a simple “No”. On the other hand side more than 40% answered with “average influence” or more influence which shows at least attendance on opinion forming via Social Networks. It can be expected that the impact will rise because the participation of Social Media and Social Networks is still growing.

Similar results have been figured out by a Goldman Sachs study which shows that the influence of Social Media is low. Regarding that study only 5% get influenced from Social Media, 33% get not influence at all and 31% get influenced by results from search engines.¹⁰⁴

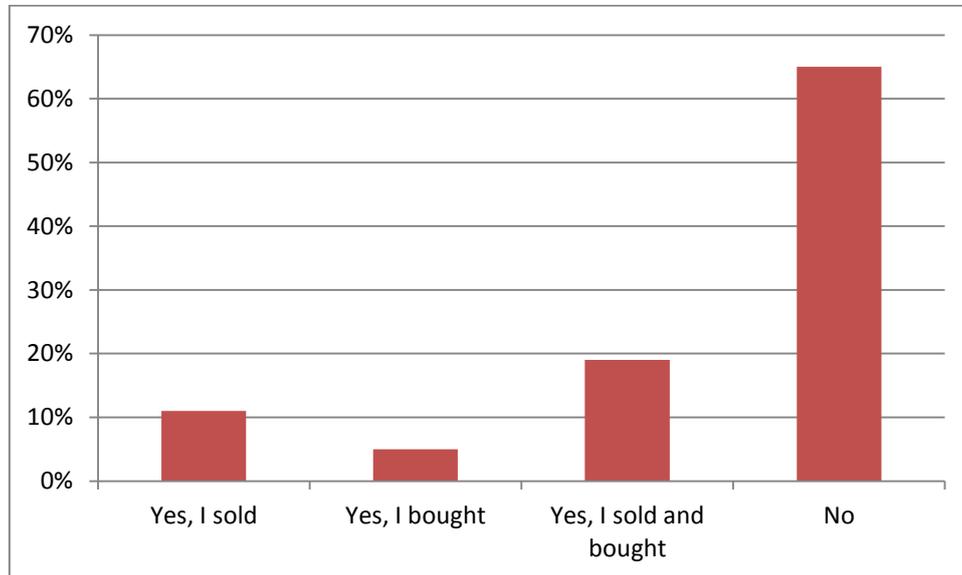


Figure 35 – Share of people that already did business within Social Networks

Figure 35 gives a view from the other side and asked the people if they already did some business within Social Networks. As expected around two-third did no business until now, but already one-third did some business within Social Media. This again indicates the attention to the topic and the general willingness to do business.

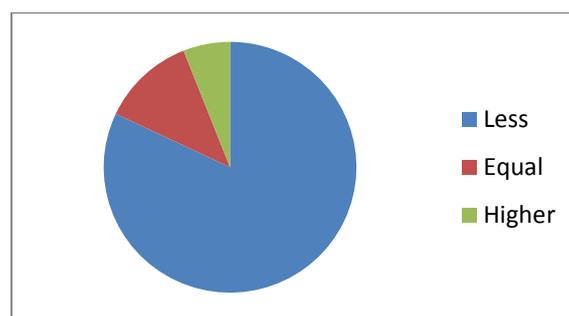


Figure 36 – Traditional marketing efforts vs. Social Media Marketing efforts

¹⁰⁴ cf www.telekom-presse.at (2011): Facebook hat kaum Einfluss auf Online Käufe, http://www.telekom-presse.at/Facebook_hat_kaum_Einfluss_auf_Online_Kaeufe.id.15488.htm, translation by author.

A clear feedback has been given on the question of the marketing efforts for Social Media Marketing. Figure 36 illustrates the feedback of expected Marketing costs of Social Media Marketing versus traditional marketing. More than 80% are convinced that the marketing efforts for new customer acquisition via Social Media are lower than via traditional marketing media. This corresponds with the answers of the qualitative interviews¹⁰⁵.

9.7.2.4 Demographic Data

The following chapter gives an overview about the participant’s demographic information.

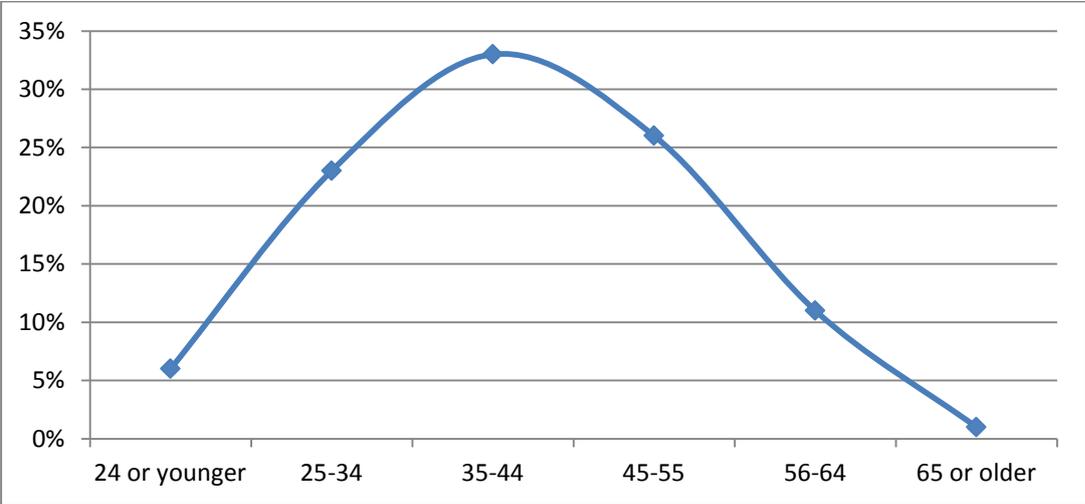


Figure 37 – Age distribution of interviewees

The age distribution is spread from “24 or younger” until “65 or older” with an age peak in the group 35 to 44 which are 33% of the participating group.

¹⁰⁵ cf chapter 9.7.1

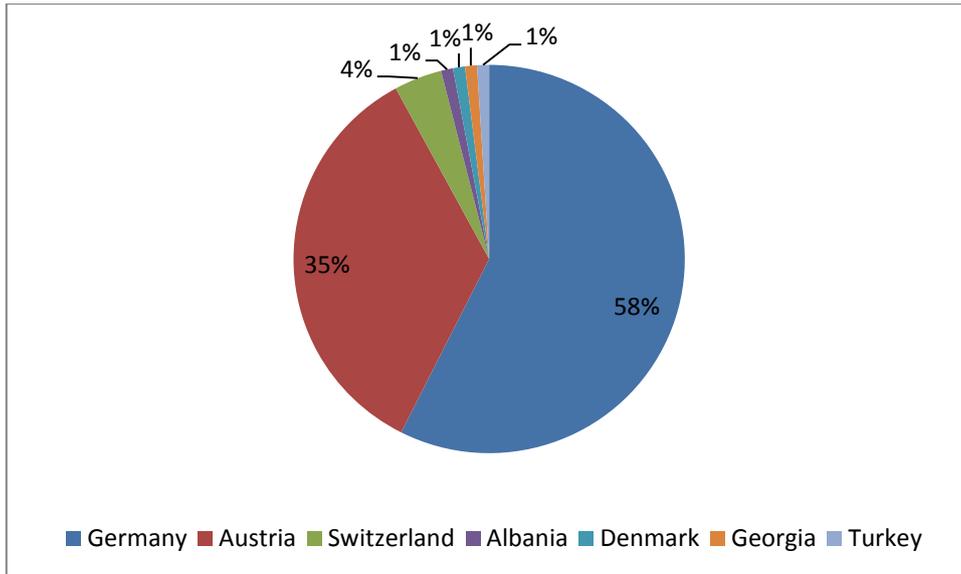


Figure 38 – Nationality

As expected the major part of the participants are Austrian or German. This is a consequential result of the target group. The survey has been promoted mainly in Xing and LinkedIn groups in German language; therefore the response mainly consists of German speaking nationalities.

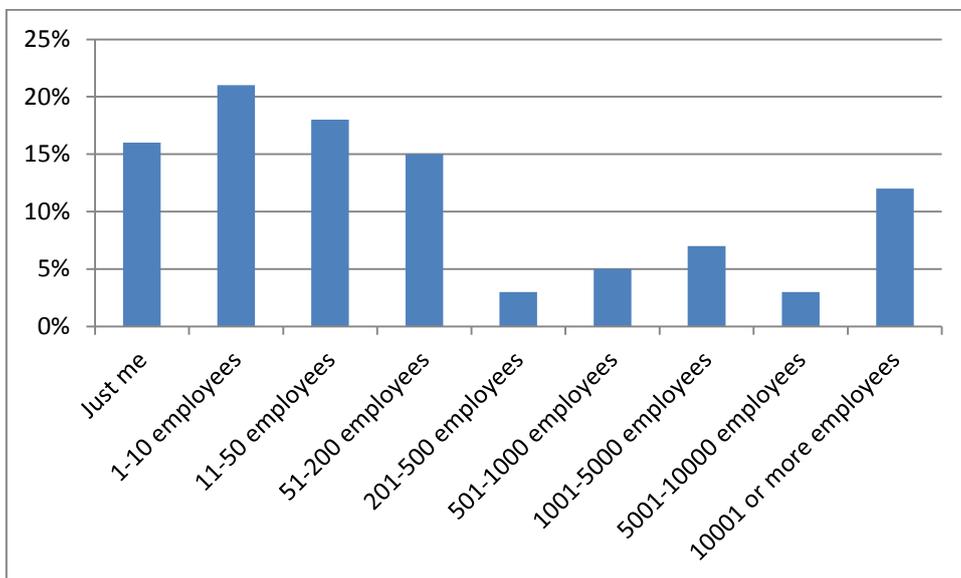


Figure 39 – Size of companies of the interviewees

The attending people are in large part employees of small and medium enterprises, so the interest on Social Media activities seems to be higher in these enterprises. The reasons therefore may be the higher degree of flexibility in smaller enterprises

as well as the higher pressure on budget. For bigger enterprises the change to Social Media is much more complicated because as discussed in the chapters 8.12.3 and 9.7.1 Social Media activities need an adopted corporate culture. This can be reached more easily in smaller enterprises.

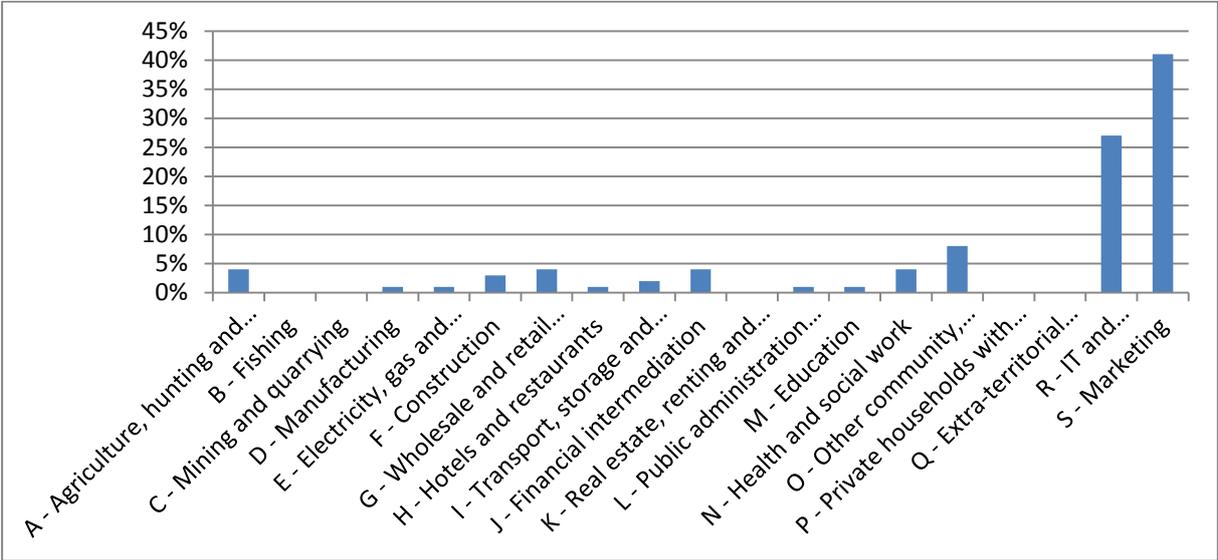


Figure 40 – Market Segment of contributed people

Figure 40 shows the market segment the participating people are working in. The majority of users belong to the Marketing and IT and Telecommunications sector. The reasons for this irregular distribution are the marketing measures which first concentrated only on IT and telecommunications. Afterwards it has been expanded to a broader group whereby it is evident that the members of marketing groups are more active in Social Media as they have a special interest in this new marketing channel.

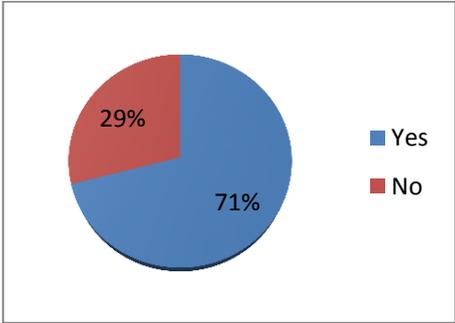


Figure 41 – Decisions maker

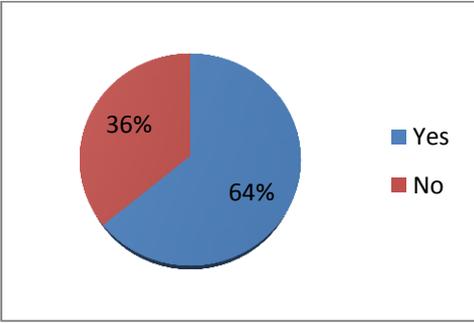


Figure 42 – Budget Responsibility

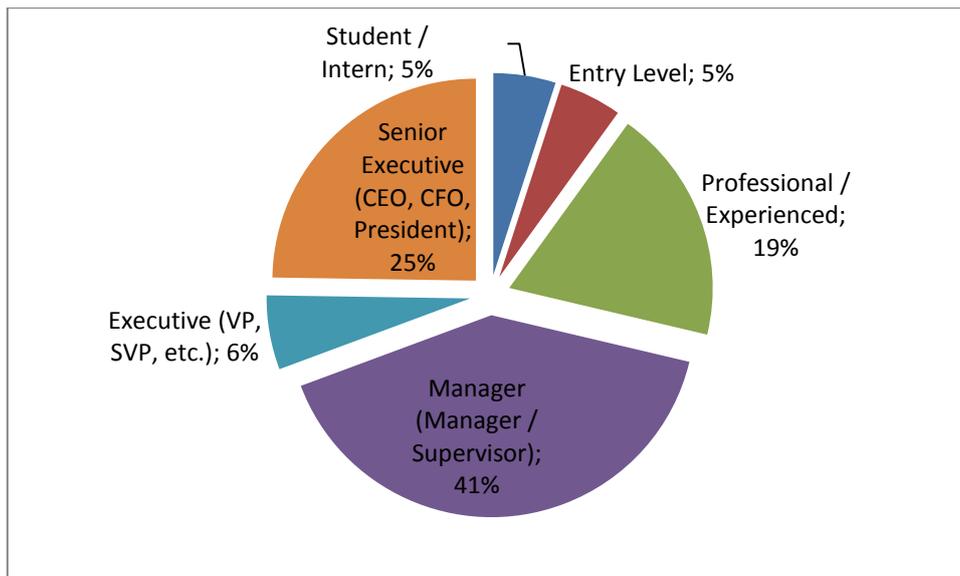


Figure 43 – Career Level

Most of the respondents are decision makers and have budget responsibility¹⁰⁶; this reflects the result from Figure 43 with a share of 72% of Managers. The share between decision makers and non-decision makers in Marketing and IT and Telecommunications sector is nearly identical.

The reachable target group is one of the most important statistics to have in mind when planning a marketing strategy. When creating a marketing strategy on Social Media value generation is one essential subject to be accepted and transported to the customer. Managers expect different information than technicians, the strategy has to be designed to fit that expectations.

9.7.2.5 Summary and Key Findings of the survey

In frame of this Master Thesis a survey has been performed. The aim of the survey was to get insights of users of Social Networks about their user experience, their habits as well as their expectations of their contribution.

The survey has been addressed mainly to members of Xing, as this is the focused platform in the business-to-business sector of social marketing activities. The potential target group had a size of around 180.000 people. Because of the small

¹⁰⁶ cf Figure 41 and Figure 42

response rate the survey was open from 12/15/2010 until 03/18/2011. A response rate of 0,62 per mille has been reached; this equals to 112 answers received from the survey. As the response rate is far too small to make serious conclusion for the whole population of the analyzed segment, the results are not significant and have to be handled with care. Nevertheless the results got presented and are summarized in this place.

The low feedback rate of the survey is an important indicator for the habits of people in Social Media. The groups count of a huge amount of people but obviously people do not use the groups on a regular base. It can be assumed that a lot of members of groups did join but got never motivated to monitor the content of the groups. Reasons therefore could be the missing value for the members as well as the lack of time during the daily business. The today's communication channels leads to information overload of employees which could prevent people for participation. Social Media presence must be very target oriented to help people to find information they really can make use of.

Within these results different biases are present. The high usage statistics are the outcome of the marketing strategy of the survey as well as the insights to the buying behavior and contribution habits. As the respondents probably are Power Social Network users the analysis reflects the meanings from early adopters. It may be expected that these results can be applied to a bigger group in the future, but that is an unproven assumption and would need a bigger sample and deeper investigations that would go beyond the scope of this Master Thesis.

Key findings of the survey:

- 92% of attending people are using Xing, 29% are using LinkedIn
- Xing is used personally and for business whereby LinkedIn has almost no relevance for personal use.
- 46% of the respondents use Xing on a daily base, 82% several times a week
- 86% contribute themselves to Social Networks at least sometimes, 15% contribute daily.
- The top arguments for Social Media usage are:
 - o the interest in the topics and content,

- sharing experiences,
- getting attention on persons,
- maintenance and expansion of personal networks.
- People do not contribute with the focus on buying something or obtain service and support.
- General goals and drivers for Social Networks are:
 - increasing attention,
 - strengthen the reputation of the company's name and products,
 - implementation of effective public relations,
 - expansion of Customer Relation Ship Management.
- Two-third of the respondents did not do any business with Social Networks yet.

9.8 Conclusions and final thesis

The current chapter shows a thesis that has been developed from the results of the quantitative survey and the qualitative interviews. Concluding the theory and the conducted research Social Media Marketing with help of Social Networks like Xing is not a straight forward implementation project which can be realized following one guideline. The social strategy depends mainly on the business and the customer and the goal which should be achieved. Of course in most cases the final aim is customer satisfaction associated with new customer and business generation, but this aim usually cannot be reached directly as the people that are currently attending expect Social Media to be mainly drivers in an increased attention of products and brands.

It must be considered that Social Media Marketing is currently in the growth-phase of the life-cycle and mainly early adopters are active on Social Media. Of course Social Networks have huge counts of users, but concluding from the poor response rate of the survey only a minor part is really active on the networks. The active people are basically a group of marketing related people, which are looking for possibilities to use the networks for themselves and interested people. The interest and also the willingness of people to invest can be seen in the actual revenue figures of Xing AG.

Xing AG reported an increase of 70% of their EBITDA the previous year.¹⁰⁷ Two third of the turnover increase result from e-recruiting, advertising and “New Verticals”. “New Verticals” includes revenues of the online marketing activities of events. Another impressive example of the willingness to invest is the LinkedIn initial public offering (IPO). LinkedIn offered common shares at an IPO price of 45 USD. On the first day of public trading on the New York Stock Exchange the share price rose to 94,25 USD (+109%).¹⁰⁸ As that raise of the share price is unusual high, there seems to be potential for another bubble. Compared with the results of the research the enthusiastic shareholder attitude cannot be proved, investments in the same level cannot be recommended. Nevertheless these two reports strengthen the assumption of the actual growth phase of Social Networks. Competing platforms report similar trends in regular time intervals.

These trends prove different surveys which report a big share of contribution of the companies.^{109, 110}. Out of these studies as well as of the research performed within the frame of this Master Thesis it is evident, that the companies are still in an examination phase to find the right way for the Social Media usage. Currently there is too less knowledge how to realize Social Media strategies internally within the employees as well as externally to the customers. The employees are not familiar with these new media and currently do not see the value for themselves, so a hand on training is not enough. Contributing people, employees as well as customers, need to be motivated to find their own motivation to contribute.

Blockers for Social Media:

- Only early adopters are active.
- The population of reachable people is limited.

¹⁰⁷ cf XING AG (2011): Pressemitteilung: XING weiter auf Wachstumskurs, <http://corporate.xing.com/deutsch/presse/pressemitteilungen/pressmitteilungen-detailansicht/article/pressemitteilungbr-7/572/cac372214725d902af9f30ef531d55b2/>, XING AG, translation by author

¹⁰⁸ cf Baldwin, C., Selyukh, A. (2011): LinkedIn share price more than doubles in NYSE debut, <http://www.reuters.com/article/2011/05/19/us-linkedin-ipo-risks-idUSTRE74H0TL20110519>.

¹⁰⁹ cf Nicolai, A., Vinke D. (2009)

¹¹⁰ cf DiePresse.com (2011)

- Around a half of companies are active, but they do not have an integrated strategy.
- Companies are not convinced about the value.
- Companies are uncertain of the outcome and the impact of contribution or absence.
- Social Media contribution is time consuming.
- Employees must be trained and are able to speak for the companies.
- Currently there is too less activity in Social Networks.
- Companies struggle choosing the right Social Media channels. There is a big diversity of Social Media platforms which complicates decisions.

Drivers for Social Media:

- Companies show awareness of new channels.
- Companies tend to invest in Social Media and try to get active.
- There is a big potential of doing public relations and to reach customers and prospective customers.
- Reputation management can be implemented, companies get early and worth full feedback about their brand and product.
- Social Media is a new channel to enhance service quality and customers satisfaction.
- Networks can be used to enhance the Customer relationship management
- Finally it can be expected that Social Media is a solid way to enhance business.

The above listing shows an enumeration of drivers and blockers for Social Media Marketing for companies. Corporates are faced with lots of arguments for and against Social Media and are looking for the right strategy for a contribution. The author created a model with a smooth development for the Social Media strategy which will be shown in chapter 9.8.2.

9.8.1 Social Media – Success or Disappointment

Two actual cases of Social Media usage show that success and disappointment are side by side. This chapter emphasized on two stories, the first one is a success story

about the Social Media engagement of Charlie Sheen, the second one is a story about a public relation disaster of Nestlé's product Kit Kat.

9.8.1.1 Charlie Sheen

Charlie Sheen is a famous and awarded actor and furthermore the highest paid per episode TV actor in 2010.¹¹¹ Charlie Sheen's private life is affected by different alcohol and cocaine affairs as well as a jail sentence because of violence allegations.

Nevertheless Charlie Sheen's popularity got not affected and the fans still look forward to see their star on television. Sheen found a profitable way to market himself; with help of Social Media he was able to find a new source of revenue and to increase his popularity. Charlie Sheen opened a Twitter account on March 1st. Within 25 hours and 17 minutes he was able to reach one million followers, this is ranked to be the fastest time to reach that amount of followers.¹¹² The Social Media kick off has been supported by a US Agency that's profession is to pay prominent US people to make advertisement with short posts, also called Tweets. Sheen posts messages and pictures from himself or advertisement too. Currently an advertisement message is worth around 25.000 USD. Sheen expects millions of income with Social Media.¹¹³

This example shows that Social Media can support popularity and that polarizing personality can get viral for campaigns. In that example also the negative news about Sheen do not prevent the success, because he is still interesting for the people.

9.8.1.2 Nestlé - Kit Kat

Another story about Social Media has been written by Nestlé with its product Kit Kat. Nestlé uses palm oil for the production of Kit Kat. Palm Oil is produced building plants in Indonesia and Malaysia. To create the necessary space for the plants consequent deforestation is necessary. Besides destroying the forests the habitat for

¹¹¹ cf Guinness World Records (2011): Highest paid tv actor per episode - current, <http://www.guinnessworldrecords.com/Search/Details/Highest-paid-tv-actor-per-episode---current/72841.htm>, Guinness World Records

¹¹² cf Guinness World Records (2011): Fastest time to reach 1 million followers on Twitter, <http://www.guinnessworldrecords.com/Search/Details/Fastest-time-to-reach-1-million-followers-on-Twitter/75147.htm>, Guinness World Records

¹¹³ cf N24 (2011): N24 Ziel: Twitter-Millionär, http://www.n24.de/news/newsitem_6704646.html, translation by author.

Orang Utans and locally living people get destroyed; this has been strongly criticized from Greenpeace.



Figure 44 – The "Killer" Logo used by supporters¹¹⁴

For reaching public attention Greenpeace handed out flyers in front of Nestlé sites in Frankfurt, Hamburg, Berlin, München, Nürnberg, Soest and Singe. Furthermore Greenpeace used Social Media and created some video spots and put them online. The idea was to use the viral effect to reach a huge amount of people within a short time.

One day after the videos went online Nestlé's lawyers reacted and prohibited the use of the Kit Kat brand in their Videos because of copyright violations. Greenpeace had to remove the videos, but through the viral effect the Video was accessible via different platforms and could not be removed any more. The removal aroused the interest of the community which could be measured in the rising search requests of Kit Kat in Internet search engines. The same could be seen on Twitter as the requests for the campaign went up. The company went on with that strategy and removed the Kit Kat Facebook fan page as well as the official company page on Facebook. Instead of reacting to this topic Nestlé kept silent and showed that they did not understand Social Media. Finally traditional newspapers and magazines reported about the whole topic.^{115, 116}

¹¹⁴ cf Greenpeace (2010): Sweet success for Kit Kat campaign, <http://www.greenpeace.org/international/en/news/features/Sweet-success-for-Kit-Kat-campaign/>.

¹¹⁵ cf online-affairs (2010): Viraler Widerstand gegen Palmöl, <http://www.online-affairs.com/2010/03/viraler-widerstand-gegen-palmoel-wie-greenpeace-gegen-nestle-vorging-und-den-konzern-in-ein-social-media-desaster-stuerzte/>, translation by author.

¹¹⁶ cf Greenpeace (2010)

For Kit Kat this Social Media disaster is expected to be a huge image disaster. It could be seen that Social Media activities cannot be controlled by doing nothing or by trying to overrule the community. Social Media follow different rules than traditional marketing communication, with help of Social Media everybody can talk to everybody and communication can get out of control.

Finally it must be added that the share price and market capitalization did not suffer during and after the campaign. Greenpeace did start a strong campaign against Nestlé and could reach a big community, but the share price stayed stable. This confirms the thesis of the author that currently the target group is not completely ready and that mainly early adopters are active on Social Media platforms. Furthermore people are not interested in additional sources of information yet. Of course there is a big community active, but they do not have the huge impact in the real business world.

9.8.2 PIP - Model

This chapter discusses one implementation guideline of Social Media Marketing in Social Networks based on the results of the quantitative and qualitative research. The model is called PIP Model which is the abbreviation for Preparation – Implementation – Professionalization.

For the implementation of a Social Media strategy an accurate preparation and planning phase must be considered. Like in any project the success of a campaign depends basically on the preparation. In the second step the planned packages must be implemented. As Social Media is a highly interactive place, an ongoing monitoring and professionalization has to be done as an ongoing, infinite process.

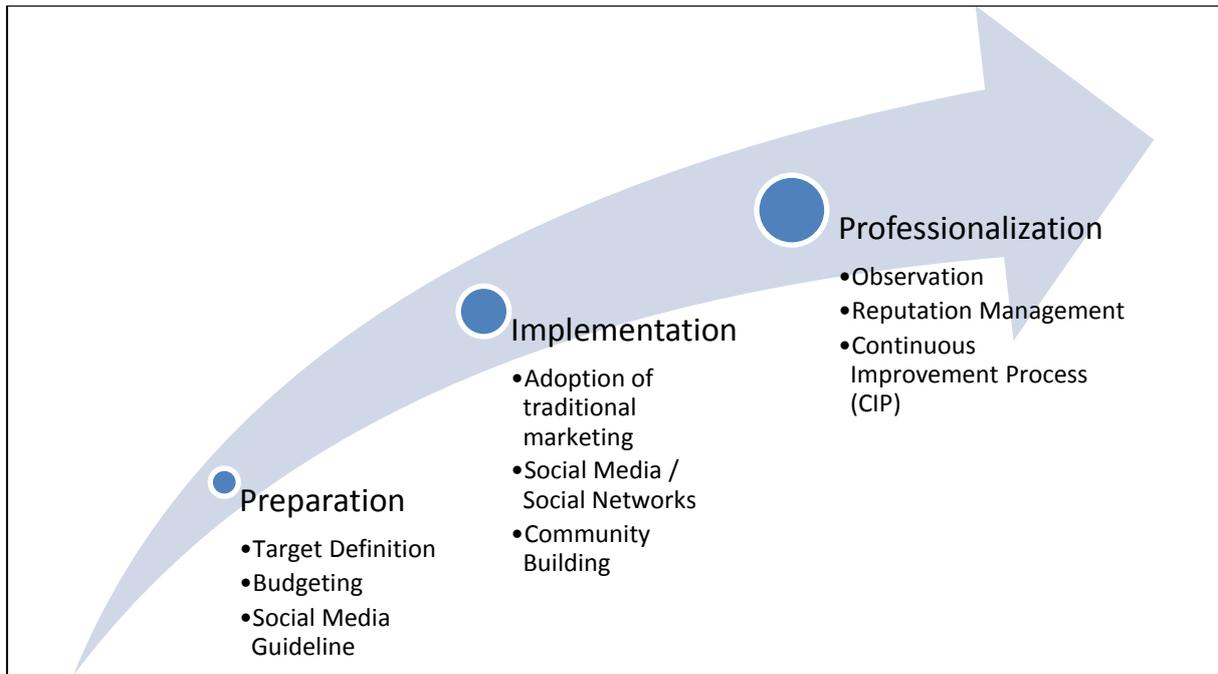


Figure 45 – PIP Model

9.8.2.1 Preparation phase

As mentioned earlier the preparation of a Social Media strategy is the most important phase to start a successful Social Media campaign and presence on the web. Before the strategy can be defined the company has to define the aim of the Social Media activities. Some examples for Social Media goals are:

- strengthening the brand,
- corporate communication about products and strategies,
- getting input for actual and future projects and products,
- getting feedback about services,
- acquiring new employees,
- acquiring new customers,
- enhancing service and support.

In the most cases the goal will be a combination of those or others. On base of these findings the next steps can be set to work out guidelines for the company and figure out contributing people. If the aim is to enhance service quality, it is evident that employees from the service team must be involved in the Social Media process and trained to be able to contribute. In general all contributing people have to be trained

to follow the same guidelines to present the company in Social Media. If the primary goal is finding new customers, sales representatives have to join to build networks and promptly answer and react to topics discussed on the web.

Depending on the goal the addressable target group has to be defined. The target group could be the customers, but also analysts, opinion formers, journalists or even the employees of the company. On base of the results the right Social Media channels can be chosen. Some groups of people may be addressable via Facebook, others via YouTube. In context with this Master Thesis it has been figured out that the target group for the business-to-business sector is mainly active on the Social Network Xing, so that platform would be the primary communication channel. In addition blog contribution can be considered as many opinion formers and journalists are active on those platforms which could initiate viral marketing campaigns too. Besides starting the Social Media Marketing activities the target group has to be mobilized to start using the new Media. Therefore customers must be activated via traditional media to get informed about the new channels. In the best case the customers recognize the new channels by themselves, in other cases customer must be mobilized by offering information, incentives and best offers or similar. The target group has to figure out a clear value for themselves.

It has to be considered that Social Media is a new communication channel and that real contribution needs time, therefore the employees need incentives to join and contribute. Simply assigning new tasks to employees that are fully loaded with daily business may fail, because they may not have the time and motivation to drive new topics on the web. For the employee selection digital natives should be selected; as they grew up with these new technologies they have a much stronger affinity and so a higher motivation for contribution too.

During the preparation phase the priorities between traditional marketing and Social Media Marketing must be set. As mentioned earlier in this Master Thesis Social Media Marketing is only an additional element in a widespread marketing strategy. So the traditional marketing channels must be kept and enhanced with the new media and new communications channels. Compared to traditional marketing Social Media Marketing can be realized more cost efficient, therefore the company can

choose whether to start a low cost Social Media strategy or a high cost Social Media strategy with involvement from Social Media Marketing agencies. Referring to statements from the interviews the agency accomplishments are currently not automatically leading to successful results. Depending on the companies Social Media readiness an agency can be contracted for assistance. This has to be decided from case to case, a clear target agreement has to be defined.

As mentioned traditional marketing measures are currently still the drivers for new business. Nevertheless the company has to define their budget for Social Media Marketing activities. As currently there are no proved concepts and figures for having success available, the author suggests splitting the marketing budget referring to Pareto principle of Vilfredo Pareto. To apply the Pareto principle to the current topic it can be assumed that 80% from the won projects result from 20% of the measures. If this rule would be followed strictly, around 80% of the budget could be used for new Marketing activities without risking critical impacts to the basic business. To ensure minimal impact to the basic business the author recommends starting with a Social Media budget of 20-30% of the whole marketing budget, the decrease of the traditional marketing budget would not lead to significant changes in the outcome of the measures. Social Media Marketing needs fewer budgets than traditional marketing; so this gives a comfortable start to initiate activities in this new media.

9.8.2.2 Implementation phase

After the preparation phase the implementation phase starts. The implementation phase should be set up as project with the common project management activities project start, project coordination, project controlling, project marketing and project end and consists of different tasks defined in work packages with assigned qualified people and teams. As Social Media activities require knowledge from different parts of the company, the project has to be set up as an integrated project for the company. The implementation project does not only affect the marketing department, it affects the whole organization. Social Media activities in the Internet are highly interactive and require the whole knowledge of the company. The project has to be implemented to reach a critical mass of people and to reach interaction within the community. The critical mass cannot be defined as a fixed number of people

because this depends on the goal and on the kind of contributing people. Support and service requires a different community size and addresses another target group than customer acquisition does. If a company plans to set up a larger platform and allows discussions on a non-company or product related level a much larger group of people is necessary. For up-selling it is important to address the own customers and make them joining the platform, for customer acquisition the platform should also address general topics to reach new prospective customers.

The implementation phase requires permanent communication between the stakeholders. The success and progress must be monitored all the time; after starting the first activities the first feedback of customers may arrive immediately and could be considered for further work packages. The implementation could follow agile development methods because surprisingly arriving interactions could be handled faster.

An ongoing content management has to be implemented as well, the source of the content has to be defined and it has to be ensured that target group specific content will arise on the chosen platforms. For the technical implementation a search engine friendly format has been kept that people that are searching for content with web crawlers are able to find the content in the index of the search engines.

Also the contributing staff has to be trained during this phase and the first contributions have to be done. With help of the companies Social Media Guideline the employees get a framework to handle comments on the web. The employees have to understand that they act as company voice and that they are representatives of the company.

During that phase also the communication about the new used media has to be started via traditional marketing channels, the target group has to be informed, values and incentives has to be given to use the new media.

It is evident that especially at the beginning the effort of the company is higher to generate interactivity. A discussion and contribution to media can only start when a critical mass of people can be reached. For a new visitor a non-active platform may not be interesting and he or she may not visit the platform again. So it could be a

strategy to fake comments. The comments should be a mix of different spirits of messages to stimulate the visitors' interests and give them more insights than just showing marketing material. If the visitor can be infected to contribute others will follow and a community may grow. To reach the critical mass is important to reach economy of scale, which is the base for a widespread Social Media presence. These points are just an assistance to build a community; the detailed process for community building is not part of this Master Thesis and can be found in other sources.

9.8.2.3 Professionalization phase

After the Social Media infrastructure has been implemented and the organization is ready, the professionalization phase can start. The professionalization phase is an ongoing process that cannot be set up as a project. Nevertheless an organization is needed for this phase. This is the stage where the organization observes the activities on Social Media and set activities for improvement measures. The phase follows the rules for a continuous improvement process (CIP) and concentrates on immediate feedback of experiences collected.

To observe the activities in Social Media a reputation management must be implemented. Social Network platforms like Xing do create reports about the activities of business groups automatically and give some insights about the usage of the platform. It is evident that this is just a small part of the big picture because when a company has an active community, discussions may start via different media too. The community could use forums or blogs where the company has no direct impact and cannot directly influence or monitor discussions. Therefore Social Monitoring tools have to be implemented as part of the ongoing professionalization phase to observe the communication on the web about the company and their products¹¹⁷. The company gets detailed statistics about the activeness of the community and about the discussed topics. This gives a lot of information about reputation and satisfaction of the target group.

¹¹⁷ cf chapter 8.12.5

With consequent contribution and a straight and open marketing communication strategy image disasters like the Nestlé case¹¹⁸ can be prevented. The Internet does not forget anything and stores information forever; failures in communication may be available for a long time.

Social Media Monitoring is a good process to identify possibilities for new business too. The tools could be optimized to crawl for specific patterns to figure out discussions where people are looking for new products, features or services. With a link to the sales department a sales representative could actively offer support and start direct consulting with traditional marketing measures. Direct business within Social Media is rarely possible regarding the research. Especially in the researched telecommunications sector the services are too complex and require consulting activities to sell. Therefore a special Social Media sales force group has been set up to pick up opportunities on the Web.

9.9 Summary

As seen the research has been conducted using a quantitative and a qualitative approach. The qualitative approach has been used to get deeper insights about the meaning and thinking of the persons on a more open level whereby the quantitative approach has been used to get insights on a broader level with a higher sample. As the qualitative approach can never be concluded to the whole research population the goal of the survey was to get answered represented by the whole population of enterprise telecommunications business-to-business customers. As the reached response rate was too low, the survey's results can only be analyzed on a qualitative level that is not imperative valid for the whole population. On base of the results the author developed a thesis and concept to implement a Social Media Marketing strategy in for the business-to-business sector¹¹⁹.

¹¹⁸ cf chapter 9.8.1.2

¹¹⁹ cf chapter 9.8

9.9.1 Conclusions and suggestions

For sure the common target for companies to invest for their presence in Social Networks is to increase their sales volume. From both - the survey and the interviews - could be shown that the people's intention for contribution is not to do direct business within them. For that reason the main focus for marketing and corporate presence must be started with a different approach.

The relevant top arguments that came out from both research methods are the communication about products, services and sharing experience. Service and support is just a secondary effect and should not be the focus for the presence. Compared with the theory in the previous chapters and the on hand results a strong focus has to be the marketing communication about new products. It has to be considered that people do not tend just receiving information in a 1:n communication channel which is already been practiced for years with corporate home pages, but also tend to expect the possibility to share information with n:n communication¹²⁰. That was the feedback from the survey as well as from the interviews. If companies do not offer that possibilities, customer will find other ways to exchange information. As this is going to be a huge threat of communication getting out of control, it is strongly recommended to react to that needs and offer an uncensored place to exchange information.

In Austria and Germany the Social Network Xing is currently the market leader and used by the biggest share of people in the business-to-business segment, therefore a contribution on that platform should not be missed. As the marketing costs are low compared to traditional marketing costs the contribution is a valuable investment to increase attention and strengthen the reputation of the company and its products. Furthermore it gives a perfect platform to get honest feedback and monitor the reputation and the satisfaction about the company and their products. Market effects

¹²⁰ cf chapter 8.4.1.1

can be reached with the viral effect and word of mouth¹²¹, these can hardly be planned but for sure the prerequisite is a strong and huge community.

Chapter 9.8 concludes the results and shows a model and an approach to implement a Social Media Marketing strategy. The model has been developed using the insights of the theory and literature as well as the outcomes of the research. It could be shown that there is no concept that necessarily leads to success, but when following the concepts big failures that could be shown in case studies can be prevented and a professional presentation can be reached.

¹²¹ cf chapter 8.8.1

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11 Appendix

11.1 Survey Social Media Networks English



Survey - Social Media Networks v2 English

Created: December 15 2010, 10:43 AM
Last Modified: December 15 2010, 12:24 PM
Design Theme: Blue Gradient
Language: English
Button Options: Labels
Disable Browser "Back" Button: False

Survey - Social Media Networks

Page 1 - Question 1 - Choice - One Answer (Bullets) [Mandatory]

Do you use the Social Media platform Xing?

- No [Skip to 4]
- Mostly private
- Rather private
- Rather for business
- Mostly for business
- Personally and professionally

Page 2 - Question 2 - Choice - One Answer (Bullets) [Mandatory]

How often do you use Xing?

- Daily
- Several times a week
- Once a week
- Less

Page 2 - Question 3 - Choice - One Answer (Bullets) [Mandatory]

How often do you contribute on that platform?

- Never [Skip to 3]
- Sometimes
- Regularly / Daily

[Skip Unconditionally to 4]

Page 3 - Question 4 - Rating Scale - Matrix [Mandatory]

Why did you never post or answer on that platform?

Strongly Disagree 2 3 4 5 6 7 8 9 Strongly Agree

The information was not interesting.	<input type="radio"/>									
The content of the posts were not interesting enough for me.	<input type="radio"/>									
I have too less time to post.	<input type="radio"/>									

Page 4 - Question 5 - Choice - One Answer (Bullets)

[Mandatory]

Do you use the Social Media platform LinkedIn?

- No [Skip to 7]
- Mostly private
- Rather private
- Rather for business
- Mostly for business
- Personally and professionally

Page 5 - Question 6 - Choice - One Answer (Bullets)

[Mandatory]

How often do you use LinkedIn?

- Daily
- Several times a week
- Once a week
- Less

Page 5 - Question 7 - Choice - One Answer (Bullets)

[Mandatory]

How often do you contribute on that platform?

- Never [Skip to 6]
- Sometimes
- Regularly / Daily

[Skip Unconditionally to 7]

Page 6 - Question 8 - Rating Scale - Matrix

[Mandatory]

Why did you never post or answer on that platform?

	Strongly Disagree	2	3	4	5	6	7	8	9	Strongly Agree
The information was not interesting.	<input type="radio"/>									
The content of the posts were not interesting enough for me.	<input type="radio"/>									
I have too less time to post.	<input type="radio"/>									

Page 7 - Question 9 - Choice - One Answer (Bullets)

[Mandatory]

Do you use the Social Media platform Facebook?

- No [Skip to 10]
- Mostly private

- Rather private
- Rather for business
- Mostly for business
- Personally and professionally

Page 8 - Question 10 - Choice - One Answer (Bullets)

[Mandatory]

How often do you use Facebook?

- Daily
- Several times a week
- Once a week
- Less

Page 8 - Question 11 - Choice - One Answer (Bullets)

[Mandatory]

How often do you contribute on that platform?

- Never [Skip to 9]
- Sometimes
- Regularly / Daily

[Skip Unconditionally to 10]

Page 9 - Question 12 - Rating Scale - Matrix

[Mandatory]

Why did you never post or answer on that platform?

	Strongly Disagree	2	3	4	5	6	7	8	9	Strongly Agree
The information was not interesting.	<input type="radio"/>									
The content of the posts were not interesting enough for me.	<input type="radio"/>									
I have too less time to post.	<input type="radio"/>									

Page 10 - Question 13 - Choice - One Answer (Bullets)

[Mandatory]

Do you use the Social Media platform Twitter?

- No [Skip to 13]
- Mostly private
- Rather private
- Rather for business
- Mostly for business
- Personally and professionally

Page 11 - Question 14 - Choice - One Answer (Bullets)

[Mandatory]

How often do you use Twitter?

- Daily
- Several times a week
- Once a week

- Less

Page 11 - Question 15 - Choice - One Answer (Bullets)

[Mandatory]

How often do you contribute on that platform?

- Never [Skip to 12]
- Sometimes
- Regularly / Daily

[Skip Unconditionally to 13]

Page 12 - Question 16 - Rating Scale - Matrix

[Mandatory]

Why did you never post or answer on that platform?

	Strongly Disagree	2	3	4	5	6	7	8	9	Strongly Agree
The information was not interesting.	<input type="radio"/>									
The content of the posts were not interesting enough for me.	<input type="radio"/>									
I have too less time to post.	<input type="radio"/>									

Page 13 - Question 17 - Choice - One Answer (Bullets)

[Mandatory]

Do you use the Social Media platform StudiVZ?

- No [Skip to 16]
- Mostly private
- Rather private
- Rather for business
- Mostly for business
- Personally and professionally

Page 14 - Question 18 - Choice - One Answer (Bullets)

[Mandatory]

How often do you use StudiVZ?

- Daily
- Several times a week
- Once a week
- Less

Page 14 - Question 19 - Choice - One Answer (Bullets)

[Mandatory]

How often do you contribute on that platform?

- Never [Skip to 15]
- Sometimes
- Regularly / Daily

[Skip Unconditionally to 16]

Why did you never post or answer on that platform?

	Strongly Disagree	2	3	4	5	6	7	8	9	Strongly Agree
The information was not interesting.	<input type="radio"/>									
The content of the posts were not interesting enough for me.	<input type="radio"/>									
I have too less time to post.	<input type="radio"/>									

Do you use the Social Media platform Myspace?

- No [Skip to 19]
- Mostly private
- Rather private
- Rather for business
- Mostly for business
- Personally and professionally

How often do you use Myspace?

- Daily
- Several times a week
- Once a week
- Less

How often do you contribute on that platform?

- Never [Skip to 18]
- Sometimes
- Regularly / Daily

[Skip Unconditionally to 19]

Why did you never post or answer on that platform?

	Strongly Disagree	2	3	4	5	6	7	8	9	Strongly Agree
The information was not interesting.	<input type="radio"/>									
The content of the posts were not interesting enough for me.	<input type="radio"/>									
I have too less time to post.	<input type="radio"/>									

From which platform have you been redirected to this survey?

- Xing [Skip to 20]
- LinkedIn [Skip to 21]
- Others [Skip to 22]

How many groups did you join at the platform Xing?

- 0
- 1-5
- 6-10
- 11-15

Why did you join this group and which expectations do you have in Social Media platforms from the users view?

	Strongly Disagree	2	3	4	5	6	7	8	9	Strongly Agree
I am interested in the topics and content.	<input type="radio"/>									
Participation is a requirement of my superior.	<input type="radio"/>									
I want to buy a product.	<input type="radio"/>									
I am looking for new customers.	<input type="radio"/>									
I am looking for information about products and services.	<input type="radio"/>									
I need service and support.	<input type="radio"/>									
I can share experiences.	<input type="radio"/>									
I can draw attention to myself.	<input type="radio"/>									
I can expand my network.	<input type="radio"/>									
Seeking new career challenges.	<input type="radio"/>									

[Skip Unconditionally to 22]

How many groups did you join at the platform LinkedIn?

- 0
- 1-5
- 6-10
- 11-15

Why did you join this group and which expectations do you have in Social Media platforms from the users view?

	Strongly Disagree	2	3	4	5	6	7	8	9	Strongly Agree
I am interested in the topics and content.	<input type="radio"/>									
Participation is a requirement of my superior.	<input type="radio"/>									
I want to buy a product.	<input type="radio"/>									
I am looking for new customers.	<input type="radio"/>									
I am looking for information about products and services.	<input type="radio"/>									
I need service and support.	<input type="radio"/>									
I can share experiences.	<input type="radio"/>									
I can draw attention to myself.	<input type="radio"/>									
I can expand my network.	<input type="radio"/>									
Seeking new career challenges.	<input type="radio"/>									

[Skip Unconditionally to 22]

To what extent are Social Media platforms for their work supporting and important?

Not necessary at all	2	3	4	5	6	Absolutely necessary
<input type="radio"/>						

Would you like to be informed about events via Social Media platforms?

- Yes
- No

How important is it for you to get information about events via Social Media platforms?

Not important	2	3	4	5	6	Important
<input type="radio"/>						

Would you attend these events, too?

No	2	3	Probably	5	6	Yes
<input type="radio"/>						

Which goals are best achieved by using Social Media in your opinion?

	Strongly Disagree	2	3	4	5	6	7	8	9	Strongly Agree
Strengthen the reputation of the company name and products.	<input type="radio"/>									
Increasing attention.	<input type="radio"/>									
Increase in sales volume.	<input type="radio"/>									
Increase the loyalty and brand loyalty.	<input type="radio"/>									
Increase the quality of service and support.	<input type="radio"/>									
Implementation of effective public relations.	<input type="radio"/>									
Expansion of Customer Relation Ship Management.	<input type="radio"/>									

Did Social Media influence your buying decisions when you were interested in new products?

No	2	3	Average influence	5	6	Yes
<input type="radio"/>						

Did you already close deals using social network sites?

- Yes, I sold **[Skip to 24]**
- Yes, I bought
- Yes, I sold and bought **[Skip to 24]**
- No

[Skip Unconditionally to 25]

How many members did you address to sell a product?

- 0 - 50
- 51 - 100
- 101 - 200
- 201 - 500
- 501 - 1000
- 1000 or more

Page 24 - Question 38 - Choice - One Answer (Bullets)

[Mandatory]

What was your acquisition costs compared to traditional marketing efforts?

- Less
- Equal
- Higher

Page 25 - Question 39 - Choice - Multiple Answers (Bullets)

[Mandatory]

What is your relationship with Siemens Enterprise Communications?

- I am interested in their products.
- I buy their products.
- I sell their products.
- I already have a product of the company.
- Competitors observations
- No relationship

Page 26 - Heading

Finally, I ask you to answer a few demographic questions.

Page 26 - Question 40 - Choice - One Answer (Drop Down)

Please select the category that includes your age

- 24 or younger
- 25-34
- 35-44
- 45-55
- 56-64
- 65 or older

Page 26 - Question 41 - Choice - One Answer (Drop Down)

Please indicate your gender

- Male
- Female

Page 26 - Question 42 - Choice - One Answer (Drop Down)

Nationality

Afghanistan, Akrotiri, Albania, Algeria, American Samoa, Andorra, Angola, Anguilla, Antarctica, Antigua and Barbuda, Argentina, Armenia, Aruba, Ashmore and Cartier Islands, Australia, Austria,

Azerbaijan, Bahamas, The, Bahrain, Bangladesh, Barbados, Bassas da India, Belarus, Belgium, Belize, Benin, Bermuda, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Bouvet Island, Brazil, British Indian Ocean Territory, British Virgin Islands, Brunei, Bulgaria, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Canada, Cape Verde, Cayman Islands, Central African Republic, Chad, Chile, China, Christmas Island, Clipperton Island, Cocos (Keeling) Islands, Colombia, Comoros, Congo, Democratic Republic of the, Congo, Republic of the, Cook Islands, Coral Sea Islands, Costa Rica, Cote d'Ivoire, Croatia, Cuba, Cyprus, Czech Republic, Denmark, Dhekelia, Djibouti, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Estonia, Ethiopia, Europa Island, Falkland Islands (Islas Malvinas), Faroe Islands, Fiji, Finland, France, French Guiana, French Polynesia, French Southern and Antarctic Lands, Gabon, Gambia, The, Gaza Strip, Georgia, Germany, Ghana, Gibraltar, Glorioso Islands, Greece, Greenland, Grenada, Guadeloupe, Guam, Guatemala, Guernsey, Guinea, Guinea-Bissau, Guyana, Haiti, Heard Island and McDonald Islands, Holy See (Vatican City), Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iran, Iraq, Ireland, Isle of Man, Israel, Italy, Jamaica, Jan Mayen, Japan, Jersey, Jordan, Juan de Nova Island, Kazakhstan, Kenya, Kiribati, Korea, North, Korea, South, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Liberia, Libya, Liechtenstein, Lithuania, Luxembourg, Macau, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Malta, Marshall Islands, Martinique, Mauritania, Mauritius, Mayotte, Mexico, Micronesia, Federated States of, Moldova, Monaco, Mongolia, Montserrat, Morocco, Mozambique, Namibia, Nauru, Navassa Island, Nepal, Netherlands, Netherlands Antilles, New Caledonia, New Zealand, Nicaragua, Niger, Nigeria, Niue, Norfolk Island, Northern Mariana Islands, Norway, Oman, Pakistan, Palau, Panama, Papua New Guinea, Paracel Islands, Paraguay, Peru, Philippines, Pitcairn Islands, Poland, Portugal, Puerto Rico, Qatar, Reunion, Romania, Russia, Rwanda, Saint Helena, Saint Kitts and Nevis, Saint Lucia, Saint Pierre and Miquelon, Saint Vincent and the Grenadines, Samoa, San Marino, Sao Tome and Principe, Saudi Arabia, Senegal, Serbia and Montenegro, Seychelles, Sierra Leone, Singapore, Slovakia, Slovenia, Solomon Islands, Somalia, South Africa, South Georgia and the South Sandwich Islands, Spain, Spratly Islands, Sri Lanka, Sudan, Suriname, Svalbard, Swaziland, Sweden, Switzerland, Syria, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tokelau, Tonga, Trinidad and Tobago, Tromelin Island, Tunisia, Turkey, Turkmenistan, Turks and Caicos Islands, Tuvalu, Uganda, Ukraine, United Arab Emirates, United Kingdom, United States, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Virgin Islands, Wake Island, Wallis and Futuna, West Bank, Western Sahara, Yemen, Zambia, Zimbabwe.

Page 26 - Question 43 - Choice - One Answer (Drop Down)

In which country are you mainly active?

Afghanistan, Akrotiri, Albania, Algeria, American Samoa, Andorra, Angola, Anguilla, Antarctica, Antigua and Barbuda, Argentina, Armenia, Aruba, Ashmore and Cartier Islands, Australia, Austria, Azerbaijan, Bahamas, The, Bahrain, Bangladesh, Barbados, Bassas da India, Belarus, Belgium, Belize, Benin, Bermuda, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Bouvet Island, Brazil, British Indian Ocean Territory, British Virgin Islands, Brunei, Bulgaria, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Canada, Cape Verde, Cayman Islands, Central African Republic, Chad, Chile, China, Christmas Island, Clipperton Island, Cocos (Keeling) Islands, Colombia, Comoros, Congo, Democratic Republic of the, Congo, Republic of the, Cook Islands, Coral Sea Islands, Costa Rica, Cote d'Ivoire, Croatia, Cuba, Cyprus, Czech Republic, Denmark, Dhekelia, Djibouti, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Estonia, Ethiopia, Europa Island, Falkland Islands (Islas Malvinas), Faroe Islands, Fiji, Finland, France, French Guiana, French Polynesia, French Southern and Antarctic Lands, Gabon, Gambia, The, Gaza Strip, Georgia, Germany, Ghana, Gibraltar, Glorioso Islands, Greece, Greenland, Grenada, Guadeloupe, Guam, Guatemala, Guernsey, Guinea, Guinea-Bissau, Guyana, Haiti, Heard Island and McDonald Islands, Holy See (Vatican City), Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iran, Iraq, Ireland, Isle of Man, Israel, Italy, Jamaica, Jan Mayen, Japan, Jersey, Jordan, Juan de Nova Island, Kazakhstan, Kenya, Kiribati, Korea, North, Korea, South, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Liberia, Libya, Liechtenstein, Lithuania, Luxembourg, Macau, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Malta, Marshall Islands, Martinique, Mauritania, Mauritius, Mayotte, Mexico, Micronesia, Federated States of, Moldova, Monaco, Mongolia, Montserrat, Morocco, Mozambique, Namibia, Nauru, Navassa Island, Nepal, Netherlands, Netherlands Antilles, New Caledonia, New Zealand, Nicaragua, Niger, Nigeria, Niue, Norfolk Island, Northern Mariana Islands, Norway, Oman, Pakistan, Palau, Panama, Papua New Guinea, Paracel Islands, Paraguay, Peru,

Philippines, Pitcairn Islands, Poland, Portugal, Puerto Rico, Qatar, Reunion, Romania, Russia, Rwanda, Saint Helena, Saint Kitts and Nevis, Saint Lucia, Saint Pierre and Miquelon, Saint Vincent and the Grenadines, Samoa, San Marino, Sao Tome and Principe, Saudi Arabia, Senegal, Serbia and Montenegro, Seychelles, Sierra Leone, Singapore, Slovakia, Slovenia, Solomon Islands, Somalia, South Africa, South Georgia and the South Sandwich Islands, Spain, Spratly Islands, Sri Lanka, Sudan, Suriname, Svalbard, Swaziland, Sweden, Switzerland, Syria, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tokelau, Tonga, Trinidad and Tobago, Tromelin Island, Tunisia, Turkey, Turkmenistan, Turks and Caicos Islands, Tuvalu, Uganda, Ukraine, United Arab Emirates, United Kingdom, United States, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Virgin Islands, Wake Island, Wallis and Futuna, West Bank, Western Sahara, Yemen, Zambia, Zimbabwe.

Page 26 - Question 44 - Choice - One Answer (Drop Down)

How many employees do work in your company?

- Just me
- 1-10 employees
- 11-50 employees
- 51-200 employees
- 201-500 employees
- 501-1000 employees
- 1001-5000 employees
- 5001-10000 employees
- 10001 or more employees

Page 26 - Question 45 - Choice - One Answer (Drop Down)

In which industry do you work?

- A - Agriculture, hunting and forestry
- B - Fishing
- C - Mining and quarrying
- D - Manufacturing
- E - Electricity, gas and water supply
- F - Construction
- G - Wholesale and retail trade; repair shops
- H - Hotels and restaurants
- I - Transport, storage and communications
- J - Financial intermediation
- K - Real estate, renting and business activities
- L - Public administration and defence; compulsory social security
- M - Education
- N - Health and social work
- O - Other community, social and personal service activities
- P - Private households with employed persons
- Q - Extra-territorial organizations and bodies
- R - IT and Telecommunications
- S - Marketing

Page 26 - Question 46 - Choice - One Answer (Bullets)

Are you a decision maker?

- Yes
- No

Page 26 - Question 47 - Choice - One Answer (Bullets)

Do you have budget responsibility?

- Yes
- No

Page 26 - Question 48 - Choice - One Answer (Drop Down)

Please enter your career level.

- Student / Intern
- Entry Level
- Professional / Experienced
- Manager (Manager / Supervisor)
- Executive (VP, SVP, etc.)
- Senior Executive (CEO, CFO, President)

Thank You Page

(Standard - Zoomerang branding)

Screen Out Page

(Standard - Zoomerang branding)

Over Quota Page

(Standard - Zoomerang branding)

Survey Closed Page

(Standard - Zoomerang branding)

11.2 Survey Social Media Networks German



Survey - Social Media Networks v2 German

Created: December 15 2010, 10:42 AM

Last Modified: December 15 2010, 10:42 AM

Design Theme: Blue Gradient

Language: German

Button Options: Custom: Start Survey: "Umfrage Starten" Submit: "Weiter"

Disable Browser "Back" Button: False

Survey - Social Media Networks

Nutzen Sie die Social Media Plattform XING?

- Nein [Skip to 4]
- Überwiegend privat
- Eher privat
- Eher beruflich
- Überwiegend beruflich
- Privat und beruflich

Wie oft nutzen Sie Xing?

- Täglich
- mehrmals wöchentlich
- 1x wöchentlich
- seltener

Posten Sie selbst und wie oft posten Sie auf dieser Plattform?

- Nie [Skip to 3]
- Hin und wieder
- Regelmäßig / täglich

[Skip Unconditionally to 4]

Aus welchem Grund haben Sie noch nie auf dieser Plattform gepostet oder geantwortet?

	Trifft überhaupt nicht zu	2	3	4	Trifft im Wesentlichen zu	6	7	8	9	Trifft sehr zu
Die Informationen interessierten mich nicht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Inhalte der Postings waren nicht interessant genug für mich.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe zu wenig Zeit zu posten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Nutzen Sie die Social Media Plattform LinkedIn?

- Nein [Skip to 7]
- Überwiegend privat
- Eher privat
- Eher beruflich

- Überwiegend beruflich
- Privat und beruflich

Page 5 - Question 6 - Choice - One Answer (Bullets)

[Mandatory]

Wie oft nutzen Sie LinkedIn?

- Täglich
- Mehrmals wöchentlich
- 1x wöchentlich
- Seltener

Page 5 - Question 7 - Choice - One Answer (Bullets)

[Mandatory]

Posten Sie selbst und wie oft posten Sie auf dieser Plattform?

- Nie [Skip to 6]
- Hin und wieder
- Regelmäßig / täglich

[Skip Unconditionally to 7]

Page 6 - Question 8 - Rating Scale - Matrix

[Mandatory]

Aus welchem Grund haben Sie noch nie auf dieser Plattform gepostet oder geantwortet?

	Trifft überhaupt nicht zu	2	3	4	Trifft im Wesentlichen zu	6	7	8	9	Trifft sehr zu
Die Informationen interessierten mich nicht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Inhalte der Postings waren nicht interessant genug für mich.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe zu wenig Zeit zu posten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 7 - Question 9 - Choice - One Answer (Bullets)

[Mandatory]

Nutzen Sie die Social Media Plattform Facebook?

- Nein [Skip to 10]
- Überwiegend privat
- Eher privat
- Eher beruflich
- Überwiegend beruflich
- Privat und beruflich

Page 8 - Question 10 - Choice - One Answer (Bullets)

[Mandatory]

Wie oft nutzen Sie Facebook?

- Täglich

- Mehrmals wöchentlich
- 1x wöchentlich
- Seltener

Page 8 - Question 11 - Choice - One Answer (Bullets)

[Mandatory]

Posten Sie selbst und wie oft posten Sie auf dieser Plattform?

- Nie [Skip to 9]
- Hin und wieder
- Regelmäßig / täglich

[Skip Unconditionally to 10]

Page 9 - Question 12 - Rating Scale - Matrix

[Mandatory]

Aus welchem Grund haben Sie noch nie auf dieser Plattform gepostet oder geantwortet?

	Trifft überhaupt nicht zu	2	3	4	Trifft im Wesentlichen zu	6	7	8	9	Trifft sehr zu
Die Informationen interessierten mich nicht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Inhalte der Postings waren nicht interessant genug für mich.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe zu wenig Zeit zu posten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 10 - Question 13 - Choice - One Answer (Bullets)

[Mandatory]

Nutzen Sie die Social Media Plattform Twitter?

- Nein [Skip to 13]
- Überwiegend privat
- Eher privat
- Eher beruflich
- Überwiegend beruflich
- Privat und beruflich

Page 11 - Question 14 - Choice - One Answer (Bullets)

[Mandatory]

Wie oft nutzen Sie Twitter?

- Täglich
- Mehrmals wöchentlich
- 1x wöchentlich
- Seltener

Page 11 - Question 15 - Choice - One Answer (Bullets)

[Mandatory]

Posten Sie selbst und wie oft posten Sie auf dieser Plattform?

- Nie [Skip to 12]
- Hin und wieder
- Regelmäßig / täglich

[Skip Unconditionally to 13]

Page 12 - Question 16 - Rating Scale - Matrix

[Mandatory]

Aus welchem Grund haben Sie noch nie auf dieser Plattform gepostet oder geantwortet?

	Trifft überhaupt nicht zu	2	3	4	Trifft im Wesentlichen zu	6	7	8	9	Trifft sehr zu
Die Informationen interessierten mich nicht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Inhalte der Postings waren nicht interessant genug für mich.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe zu wenig Zeit zu posten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 13 - Question 17 - Choice - One Answer (Bullets)

[Mandatory]

Nutzen Sie die Social Media Platform StudiVZ?

- Nein [Skip to 16]
- Überwiegend privat
- Eher privat
- Eher beruflich
- Überwiegend beruflich
- Privat und beruflich

Page 14 - Question 18 - Choice - One Answer (Bullets)

[Mandatory]

Wie oft nutzen Sie StudiVZ?

- Täglich
- Mehrmals wöchentlich
- 1x wöchentlich
- Seltener

Page 14 - Question 19 - Choice - One Answer (Bullets)

[Mandatory]

Posten Sie selbst und wie oft posten Sie auf dieser Plattform?

- Nie [Skip to 15]
- Hin und wieder
- Regelmäßig / täglich

[Skip Unconditionally to 16]

Aus welchem Grund haben Sie noch nie auf dieser Plattform gepostet oder geantwortet?

	Trifft überhaupt nicht zu	2	3	4	Trifft im Wesentlichen zu	6	7	8	9	Trifft sehr zu
Die Informationen interessierten mich nicht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Inhalte der Postings waren nicht interessant genug für mich.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe zu wenig Zeit zu posten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Nutzen Sie die Social Media Platform Myspace?

- Nein **[Skip to 19]**
- Überwiegend privat
- Eher privat
- Eher beruflich
- Überwiegend beruflich
- Privat und beruflich

Wie oft nutzen Sie Myspace?

- Täglich
- Mehrmals wöchentlich
- 1x wöchentlich
- Seltener

Posten Sie selbst und wie oft posten Sie auf dieser Plattform?

- Nie **[Skip to 18]**
- Hin und wieder
- Regelmäßig / täglich

[Skip Unconditionally to 19]

Aus welchem Grund haben Sie noch nie auf dieser Plattform gepostet oder geantwortet?

	Trifft überhaupt nicht zu	2	3	4	Trifft im Wesentlichen zu	6	7	8	9	Trifft sehr zu
Die Informationen interessierten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

mich nicht.

Die Inhalte der Postings waren nicht interessant genug für mich.

Ich habe zu wenig Zeit zu posten.

Page 19 - Question 25 - Choice - One Answer (Bullets) [Mandatory]

Über welche Plattform haben Sie von dieser Umfrage erfahren?

- Xing [Skip to 20]
- LinkedIn [Skip to 21]
- andere [Skip to 22]

Page 20 - Question 26 - Choice - Multiple Answers (Bullets) [Mandatory]

In wie vielen Gruppen sind Sie Mitglied bei Xing?

- 0
- 1-5
- 6-10
- 11-15

Page 20 - Question 27 - Rating Scale - Matrix [Mandatory]

Warum sind Sie dieser Xing Gruppe beigetreten und welche Erwartungen haben Sie durch die Teilnahme an Social Media Plattformen aus Benutzersicht?

	Trifft überhaupt nicht zu	2	3	4	Trifft im Wesentlichen zu	6	7	8	9	Trifft sehr zu
Mich interessieren die Themen und Inhalte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Teilnahme ist eine Vorgabe des Vorgesetzten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich möchte ein Produkt kaufen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bin auf der Suche nach neuen Kunden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich suche Informationen über Produkte und Dienstleistungen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich benötige Service und Support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich kann Erfahrungen austauschen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich kann auf mich aufmerksam machen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich kann mein Netzwerk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

erweitern.

Ich suche neue berufliche Herausforderungen.

[Skip Unconditionally to 22]

Page 21 - Question 28 - Choice - Multiple Answers (Bullets)

[Mandatory]

In wie vielen Gruppen sind Sie Mitglied bei LinkedIn?

- 0
- 1-5
- 6-10
- 11-15

Page 21 - Question 29 - Rating Scale - Matrix

[Mandatory]

Warum sind Sie dieser LinkedIn Gruppe beigetreten und welche Erwartungen haben Sie durch die Teilnahme an Social Media Plattformen aus Benutzersicht?

	Trifft überhaupt nicht zu	2	3	4	Trifft im Wesentlichen zu	6	7	8	9	Trifft sehr zu
Mich interessieren die Themen und Inhalte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Teilnahme ist eine Vorgabe des Vorgesetzten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich möchte ein Produkt kaufen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bin auf der Suche nach neuen Kunden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich suche Informationen über Produkte und Dienstleistungen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich benötige Service und Support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich kann Erfahrungen austauschen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich kann auf mich aufmerksam machen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich kann mein Netzwerk erweitern.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich suche neue berufliche Herausforderungen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Skip Unconditionally to 22]

Inwieweit sind Social Media Plattformen für Ihre Arbeit unterstützend und wichtig?

Überhaupt nicht wichtig	2	3	wichtig aber nicht notwendig	5	6	Sehr wichtig
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Würden Sie gerne über Social Media Plattformen über Veranstaltungen informiert werden?

- Ja
- Nein

Wie wichtig ist es Ihnen über Social Media Plattformen Informationen über Veranstaltungen zu erhalten?

Überhaupt nicht wichtig	2	3	wichtig	5	6	Sehr wichtig
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Würden Sie diese Veranstaltungen auch besuchen?

Nein	2	3	Wahr- scheinlich	5	6	Ja
<input type="radio"/>						

Welches Ziel wird mit Hilfe von Social Media aus Ihrer Sicht am besten erreicht?

	Trifft überhaupt nicht zu	2	3	4	Trifft im Wesentlichen zu	6	7	8	9	Trifft sehr zu
Stärkung der Reputation des Firmennamens und der Produkte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Erhöhung der Aufmerksamkeit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Steigerung des Verkaufsvolumens.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Steigerung der Loyalität und der Markentreue.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Erhöhung der Qualität des	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Services und des Supports.

Durchführung günstiger PR-Maßnahmen.

Erweiterung des Customer

Relation Ship Managements.

Page 23 - Question 35 - Rating Scale - One Answer (Horizontal)

[Mandatory]

Hat Social Media ihre Kaufentscheidung beeinflusst, wenn Sie sich für neue Produkte interessiert haben?

Nein 2 3 Durchschnittlich 5 6 Ja
beeinflusst

Page 23 - Question 36 - Choice - One Answer (Bullets)

[Mandatory]

Haben Sie bereits Geschäfte mithilfe von Social Network Plattformen abgeschlossen?

- Ja, selbst verkauft [Skip to 24]
- Ja, selbst gekauft
- Ja, selbst verkauft und gekauft [Skip to 24]
- Nein

[Skip Unconditionally to 25]

Page 24 - Question 37 - Choice - One Answer (Bullets)

[Mandatory]

Wie viele Mitglieder haben Sie für einen erfolgreichen Verkauf angesprochen?

- 0 - 50
- 51 - 100
- 101 - 200
- 201 - 500
- 501 - 1000
- 1000 oder mehr

Page 24 - Question 38 - Choice - One Answer (Bullets)

[Mandatory]

Wie hoch waren Ihre Akquisitionskosten im Vergleich zu herkömmlichen Marketingmaßnahmen

- Kleiner
- Gleich
- Höher

Page 25 - Question 39 - Choice - Multiple Answers (Bullets)

[Mandatory]

In welcher Beziehung stehen Sie zu Siemens Enterprise Communications?

- Ich interessiere mich für deren Produkte.
- Ich kaufe deren Produkte.
- Ich verkaufe deren Produkte.
- Ich besitze bereits ein Produkt des Unternehmens.
- Mitbewerberbeobachtung
- In keiner Beziehung

Page 26 - Heading

Abschließend bitte ich Sie ein paar demographische Fragen zu beantworten.

Page 26 - Question 40 - Choice - One Answer (Drop Down)

Alter

- 24 oder jünger
- 25-34
- 35-44
- 45-55
- 56-64
- 65 oder älter

Page 26 - Question 41 - Choice - One Answer (Drop Down)

Geschlecht

- Männlich
- Weiblich

Page 26 - Question 42 - Choice - One Answer (Drop Down)

Nationalität

Afghanistan, Akrotiri, Albania, Algeria, American Samoa, Andorra, Angola, Anguilla, Antarctica, Antigua and Barbuda, Argentina, Armenia, Aruba, Ashmore and Cartier Islands, Australia, Austria, Azerbaijan, Bahamas, The, Bahrain, Bangladesh, Barbados, Bassas da India, Belarus, Belgium, Belize, Benin, Bermuda, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Bouvet Island, Brazil, British Indian Ocean Territory, British Virgin Islands, Brunei, Bulgaria, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Canada, Cape Verde, Cayman Islands, Central African Republic, Chad, Chile, China, Christmas Island, Clipperton Island, Cocos (Keeling) Islands, Colombia, Comoros, Congo, Democratic Republic of the, Congo, Republic of the, Cook Islands, Coral Sea Islands, Costa Rica, Cote d'Ivoire, Croatia, Cuba, Cyprus, Czech Republic, Denmark, Dhekelia, Djibouti, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Estonia, Ethiopia, Europa Island, Falkland Islands (Islas Malvinas), Faroe Islands, Fiji, Finland, France, French Guiana, French Polynesia, French Southern and Antarctic Lands, Gabon, Gambia, The, Gaza Strip, Georgia, Germany, Ghana, Gibraltar, Glorioso Islands, Greece, Greenland, Grenada, Guadeloupe, Guam, Guatemala, Guernsey, Guinea, Guinea-Bissau, Guyana, Haiti, Heard Island and McDonald Islands, Holy See (Vatican City), Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iran, Iraq, Ireland, Isle of Man, Israel, Italy, Jamaica, Jan Mayen, Japan, Jersey, Jordan, Juan de Nova Island, Kazakhstan, Kenya, Kiribati, Korea, North, Korea, South, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Liberia, Libya, Liechtenstein, Lithuania, Luxembourg, Macau, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Malta, Marshall Islands, Martinique, Mauritania, Mauritius, Mayotte, Mexico, Micronesia, Federated States of, Moldova, Monaco, Mongolia, Montserrat, Morocco, Mozambique, Namibia, Nauru, Navassa Island, Nepal, Netherlands, Netherlands Antilles, New Caledonia, New Zealand, Nicaragua, Niger, Nigeria, Niue, Norfolk Island, Northern Mariana Islands, Norway, Oman, Pakistan, Palau, Panama, Papua New Guinea, Paracel Islands, Paraguay, Peru,

Philippines, Pitcairn Islands, Poland, Portugal, Puerto Rico, Qatar, Reunion, Romania, Russia, Rwanda, Saint Helena, Saint Kitts and Nevis, Saint Lucia, Saint Pierre and Miquelon, Saint Vincent and the Grenadines, Samoa, San Marino, Sao Tome and Principe, Saudi Arabia, Senegal, Serbia and Montenegro, Seychelles, Sierra Leone, Singapore, Slovakia, Slovenia, Solomon Islands, Somalia, South Africa, South Georgia and the South Sandwich Islands, Spain, Spratly Islands, Sri Lanka, Sudan, Suriname, Svalbard, Swaziland, Sweden, Switzerland, Syria, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tokelau, Tonga, Trinidad and Tobago, Tromelin Island, Tunisia, Turkey, Turkmenistan, Turks and Caicos Islands, Tuvalu, Uganda, Ukraine, United Arab Emirates, United Kingdom, United States, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Virgin Islands, Wake Island, Wallis and Futuna, West Bank, Western Sahara, Yemen, Zambia, Zimbabwe.

Page 26 - Question 43 - Choice - One Answer (Drop Down)

In welchem Land sind sie hauptsächlich tätig?

Afghanistan, Akrotiri, Albania, Algeria, American Samoa, Andorra, Angola, Anguilla, Antarctica, Antigua and Barbuda, Argentina, Armenia, Aruba, Ashmore and Cartier Islands, Australia, Austria, Azerbaijan, Bahamas, The, Bahrain, Bangladesh, Barbados, Bassas da India, Belarus, Belgium, Belize, Benin, Bermuda, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Bouvet Island, Brazil, British Indian Ocean Territory, British Virgin Islands, Brunei, Bulgaria, Burkina Faso, Burma, Burundi, Cambodia, Cameroon, Canada, Cape Verde, Cayman Islands, Central African Republic, Chad, Chile, China, Christmas Island, Clipperton Island, Cocos (Keeling) Islands, Colombia, Comoros, Congo, Democratic Republic of the, Congo, Republic of the, Cook Islands, Coral Sea Islands, Costa Rica, Cote d'Ivoire, Croatia, Cuba, Cyprus, Czech Republic, Denmark, Dhekelia, Djibouti, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Equatorial Guinea, Eritrea, Estonia, Ethiopia, Europa Island, Falkland Islands (Islas Malvinas), Faroe Islands, Fiji, Finland, France, French Guiana, French Polynesia, French Southern and Antarctic Lands, Gabon, Gambia, The, Gaza Strip, Georgia, Germany, Ghana, Gibraltar, Glorioso Islands, Greece, Greenland, Grenada, Guadeloupe, Guam, Guatemala, Guernsey, Guinea, Guinea-Bissau, Guyana, Haiti, Heard Island and McDonald Islands, Holy See (Vatican City), Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Iran, Iraq, Ireland, Isle of Man, Israel, Italy, Jamaica, Jan Mayen, Japan, Jersey, Jordan, Juan de Nova Island, Kazakhstan, Kenya, Kiribati, Korea, North, Korea, South, Kuwait, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Liberia, Libya, Liechtenstein, Lithuania, Luxembourg, Macau, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mali, Malta, Marshall Islands, Martinique, Mauritania, Mauritius, Mayotte, Mexico, Micronesia, Federated States of, Moldova, Monaco, Mongolia, Montserrat, Morocco, Mozambique, Namibia, Nauru, Navassa Island, Nepal, Netherlands, Netherlands Antilles, New Caledonia, New Zealand, Nicaragua, Niger, Nigeria, Niue, Norfolk Island, Northern Mariana Islands, Norway, Oman, Pakistan, Palau, Panama, Papua New Guinea, Paracel Islands, Paraguay, Peru, Philippines, Pitcairn Islands, Poland, Portugal, Puerto Rico, Qatar, Reunion, Romania, Russia, Rwanda, Saint Helena, Saint Kitts and Nevis, Saint Lucia, Saint Pierre and Miquelon, Saint Vincent and the Grenadines, Samoa, San Marino, Sao Tome and Principe, Saudi Arabia, Senegal, Serbia and Montenegro, Seychelles, Sierra Leone, Singapore, Slovakia, Slovenia, Solomon Islands, Somalia, South Africa, South Georgia and the South Sandwich Islands, Spain, Spratly Islands, Sri Lanka, Sudan, Suriname, Svalbard, Swaziland, Sweden, Switzerland, Syria, Taiwan, Tajikistan, Tanzania, Thailand, Timor-Leste, Togo, Tokelau, Tonga, Trinidad and Tobago, Tromelin Island, Tunisia, Turkey, Turkmenistan, Turks and Caicos Islands, Tuvalu, Uganda, Ukraine, United Arab Emirates, United Kingdom, United States, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Virgin Islands, Wake Island, Wallis and Futuna, West Bank, Western Sahara, Yemen, Zambia, Zimbabwe.

Page 26 - Question 44 - Choice - One Answer (Drop Down)

Wie viele Mitarbeiter hat die Firma, in der Sie arbeiten?

- Nur meine Person
- 1-10 Mitarbeiter
- 11-50 Mitarbeiter
- 51-200 Mitarbeiter

- 201-500 Mitarbeiter
- 501-1000 Mitarbeiter
- 1001-5000 Mitarbeiter
- 5001-10000 Mitarbeiter
- 10001 oder mehr Mitarbeiter

Page 26 - Question 45 - Choice - One Answer (Drop Down)

In welcher Branche sind Sie tätig?

- A - Landwirtschaft, Jagd- und Forstwirtschaft
- B - Fischerei und Fischzucht
- C - Bergbau und Gewinnung von Steinen und Erden
- D - Verarbeitendes Gewerbe
- E - Energie- und Wasserversorgung
- F - Baugewerbe
- G - Groß- und Einzelhandel; Werkstätten
- H - Gastgewerbe, Beherbergung und Gastronomie
- I - Verkehr, Lagerhaltung und Nachrichtenwesen
- J -Kredit- und Finanzwesen
- K - Immobilienwirtschaft, Mietwesen und Betriebswirtschaft
- L - Öffentliche Verwaltung, Verteidigung
- M - Erziehung
- N - Gesundheit und Sozialarbeit
- O - Sonstige öffentliche, soziale und persönliche Dienstleistungen
- P - Private Haushalte mit Hauspersonal
- Q - Exterritoriale Organisationen und Körperschaften
- R - IT und Telekommunikation
- S - Marketing

Page 26 - Question 46 - Choice - One Answer (Bullets)

Sind Sie ein Entscheidungsträger?

- Ja
- Nein

Page 26 - Question 47 - Choice - One Answer (Bullets)

Tragen Sie Budgetverantwortung?

- Ja
- Nein

Page 26 - Question 48 - Choice - One Answer (Drop Down)

Bitte geben Sie abschließend noch Ihren Karriere Level an:

- Student / Praktikant
- Berufseinsteiger
- Berufserfahrung
- Manager (mit und ohne Personalverantwortung)
- Direktor (Bereichsleiter, VP, SVP, etc.)
- Geschäftsführer (GF, CEO, etc.)

Thank You Page

Vielen Dank für die Teilnahme an der Umfrage!

Screen Out Page

(Standard - Zoomerang branding)

Over Quota Page

Die Umfrage ist bereits beendet.

Survey Closed Page

Die Umfrage ist bereits beendet.

11.3 Survey Invitation Text German

Following invitation text has been used to motivate people to contribute to the survey:

Umfrage über das Social Media Nutzungsverhalten

Die Verwendung sozialer Netzwerke wie Xing, LinkedIn, Facebook, Myspace erfährt höchste Steigerungsraten, sodass im März 2010 die Facebook-Seite erstmals häufiger aufgerufen wurde als die Google-Suchseite. Aufgrund des veränderten Nutzungsverhaltens im Internet ist auch davon auszugehen, dass sich die Marketingstrategien der Unternehmen ändern werden.

Als MBA Student der Donau Universität Krems untersucht Roland Paschdeka im Rahmen seiner Master Thesis das Potential von sozialen Netzwerken und die Möglichkeiten, das geänderte Nutzungsverhalten zur Geschäfts- und Kundenakquisition im Business to Business Umfeld zu nutzen.

Ihre Unterstützung durch die Teilnahme an der Umfrage ist höchst willkommen. Die Umfrage wird etwa 10 Minuten in Anspruch nehmen. Bei Interesse werden Ihnen auch gerne die Ergebnisse zur Verfügung gestellt. Diese können unter mailto:socialmedia_survey@gmx.net angefordert werden.

Hier geht's zur Umfrage:

11.4 Qualitative Interviews

11.4.1 Questionnaire German

Table 10 shows the questions of the Questionnaire that have been used to interview the German speaking experts.

Q1	Was sind die Beweggründe für Social Media Aktivitäten für das Unternehmen?
Q2	Planen Sie zukünftig im Vergleich zu herkömmlichen Marketing-Maßnahmen mehr im Social Media Bereich zu investieren? Geben Sie bei gleichbleibendem klassischem Werbebudget prozentuell gleich viel, mehr oder weniger aus?
Q3	Welche Zielgruppen sprechen Sie mit Social Media Marketing an?
Q4	Wurden durch die Social Media Maßnahmen bereits Neukunden akquiriert? Wenn ja: Wie groß ist dessen Anteil an allen Neukunden im Vergleich zu anderen Neukundenakquisitionen? Wie viel hat Sie ein Neukunde im Vergleich zu traditionellen Marketingmaßnahmen gekostet?
Q5	Ist Ihre Social Media Investition finanziell erfolgreich und sind Sie mit dem Resultat und der erreichten Interaktion zufrieden?
Q6	Arbeiten sie mit professionellen Werbeagenturen zusammen oder bereiten Sie Ihre Social Media Präsenz alleine auf?
Q7	Welche Chancen und Risiken sehen Sie im Social Media Engagement? Machen Sie Evaluierungen über die Reputation Ihres Unternehmens? Wenn
Q8	Ja: Welche Auswirkungen haben Sie durch das Social Media Engagement feststellen können?

Table 10 – Questionnaire German

Table 11 shows additional questions that have been discussed with a representative of Xing AG.

Q9 Haben Sie Studien über Xing oder allgemein Social Networks, welche das Nutzungsverhalten von Kunden und deren Erfolge in der Akquise mit Schwerpunkt im B2B Bereich untersucht und können Sie diese zur Verfügung stellen?

Q10 Wie erhöhen Gewinnspiele oder Giveaways die Klickrate und Interaktion?

Table 11 – Questionnaire German – Additional Questions

11.4.2 Transcription of the interviews

The following section shows the transcription of the Interviews, Table 12 gives an overview about the interviewees.

Interviewee	Function	Business segment
Interviewee 1	Internet & Social Media Manager	IT and telecommunications
Interviewee 2	Human Resource Consultant	Engines, machinery and equipment
Interviewee 3	Management	Logistics Consultant
Interviewee 4	Customer Relations Manager - Enterprise Groups	IT and Social Media

Table 12 – Interview partners

Before the interpretation of the recorded interviews can take place, the data must be transcribed. There are different transcription systems with different degree of exactness available, but currently no standard has been established.¹²²

“It is reasonable to think that a transcription system should be easy to write, easy to read, easy to learn, and easy to search”¹²³

¹²² Flick, U. (2009): An introduction to qualitative research, 4th revised edition, London, Sage Publications Ltd.

¹²³ cf Flick, U. (2009),300

Language analyses focuses on maximum exactness with consideration of breaks, pronunciation and accent, observed nonverbal comments like laughing or similar. In general it is more reasonable to transcribe only as much is as necessary and as much as the researcher is going to analyze.¹²⁴

In contrast to language analyses where an exact transcription is necessary the following transcript will concentrate only on the statements given. Nonverbal comments, breaks or pronunciation is not considered in transcription of the expert interviews.

11.4.3 Interview with Interviewee 1

Interviewer: What are the main reasons for investing in Social Media activities for your company?

Interviewee 1: Basically what we see is a really fantastic way to reach out to the market place, reach out to the customers and also we check to our potential customers as well as partners and analyst as great way to reach out and give them information about what we are doing and make them aware about case studies, but also about listen to what they are saying about us and it gives us a great ability to respond and also if they are doing not we trace people's perception levels. We are in the full front of peoples mind and basically Social Media can create a trusted relationship with people, so there are a number of reasons why we do it and why we do it over the last 18 month.

Interviewer: Do you plan to increase the investment in Social Media Marketing compared to traditional marketing? Assuming a constant traditional Marketing budget, do you invest more or less for Social Media Marketing?

Interviewee 1: We are increasing our budget for Social Media we are gonna be investing very shortly in a complete blog which is the final step that I think we have to take. I think in some point of time we will invest in extra resource, because we say it

¹²⁴ cf ibid

is very important moving forward that you can just see how it is moving, how it is progressing and how much influence you have, so yes, we are increasing focus on it.

Interviewer: Which target groups do you address with Social Media Marketing?

Interviewee 1: Obviously we focus on exclusively business-to-business, but we have different factors we focus on our customers. We keep focus on our partners, also any prospective customers we are trying to reach out and find them, but also we look to have a very good relationship to the analyst community via Social Media. And obviously under that we see people in lots of target segments. From the C Level executives they are often we are connect with, there are a lot of people that we did connect with our IT Director Levels, IT Monitor systems analysts.

Interviewer: Did you already acquire new customers with help of Social Media Marketing?

Interviewee 1: In these stages to be honestly, no. We have to talk to leads and interested people and new partners from our experience on Social Media. Just from listening to people about questions about you know so we have reached out them and they absolutely became leads in the system. We found new leads and new opportunities. Yes, we definitely connect with prospective via Social Media.

Interviewer: How big is the share of all new customers compared to other new customer acquisitions?

Interviewee 1: I think traditional marketing channels have the line share about lead generation. I would say probably it has a age fast descend. Mainly because they are constantly, they are the phone doing telemarketing or sending emails. We are trying to make it more integrated so Social Media is part of an integrated marketing campaign, so it would be part of lead generation as a posture standalone element. In lead generation campaign we should be thinking about Social Media and integrated within it, but this a separate thing.

Interviewer: How much did it cost to acquire a customer compared to traditional marketing?

Interviewee 1: It is a lot of more cost effective to do things on Social Media the most of the tools that you use are free. It's just the time taken by someone like myself to actually really target individual and focus on build this relationship. It's the time costs of a person rather than a monetary value you pay to an agency. I think it moves hand in hand with a traditional campaign. It will bring traditional campaign fees down, because of its ability to reach people obviously the low costs of running it.

Interviewer: Is your Social Media investment financially successful and are you satisfied with the result and the achieved interaction?

Interviewee 1: Well, the only thing we have actually invested in Social Media is quite reasonable we have just invested in a Social Monitoring tool and this is our only investment in Social Media, everything else is free. We just start to talk to a Social Media agency just to really help to get on next step so absolutely you know from what we have done and the results we have seen the factions have changed absolutely in investment because the investment is negotiable.

Interviewer: Do you cooperate with professional advertising agencies, or do you prepare the presence on Social Media yourself?

Interviewee 1: We don't work with professional agencies we just approached a new agency, to be honest it is very difficult to find the right agency or the right person in an agency that have enough experience about Social Media and to knows to really help us to go to that next level, because I am turning all by myself and I have not seen the value from anyone else because they all say we should do a Social Media audit, well I have already done that, I have already build up the channels. What I need is someone to help us which advise us to how to push it to the next level and we look for the right people to do that but we did not find yet.

Interviewer: What opportunities and risks do you see in your Social Media engagement?

Interviewee 1: I see enormous options, the real big option is to advance even further, you know we have got the basics, we have got the fundamentals, we have got the channels and now what I want to do is a lot of internal work to educate our employees so that they know exactly the benefits of Social Media; what is, how to

use it and also if you talk about partners as well, and I think about massive opportunities to get back right and then we have a virtual Social Media army that is constantly talking about our brand, they will constantly talking about the great thing we are doing that's gonna increase tens to other hundred balls. I mean obviously there are risks in it you know the risk for any enabling people to associate themselves with Siemens Enterprise and communicate in the way that Social Media is, because once their comments exists their forever is instant. Again we have guidelines and training and I think ultimately we have to trust your employees I am always watching and make sure that everyone is following the rules and there is no negativity and I pick everything that just goes wrong. But I think it is how you handle it and I see the benefits far away from any risks.

Interviewer: Do you evaluate the reputation of your company?

Interviewee 1: Yes, definitely.

Interviewer: What impacts did you observe through the Social Media engagement?

Interviewee 1: We listen for comments both positive and negative, and in both instances respond and engage and either spread the good word or turn the situation around. The most important thing is that we don't ignore.

11.4.4 Interview with Interviewee 2

Interviewer: Was sind die Beweggründe für Social Media Aktivitäten für das Unternehmen?

Interviewee 2: Ausschließlich beruflich. Ich bin Personalberater oder auch Headhunter und habe mich auf die Branche Maschinen und Anlagenbau spezialisiert, das ist auch die Branche in der ich 20 Jahre bereits tätig war, bevor ich sozusagen die Schreibtischseite gewechselt habe und da sind natürlich die Kontakte, die ich über Xing oder LinkedIn mache, Gold wert. Allgemeines Interesse am Maschinenbau, die Branche der ich 40 Jahre verbunden bin, aber in erster Linie um mit potenziellen Kandidaten oder auch konkreten Kandidaten für bestimmte Positionen, bestimmte Vakanzen ins Gespräch zu kommen, weniger als eigens Marketing oder Werbeinstrument. In erster Linie ist es für mich wichtig zu sehen wer

in der Branche arbeitet, in welchen Projekten, wer hat bestimmte Erfahrungen mit ganz speziellen Produkten, Projekten Neuentwicklungen Methoden, wer wäre möglicherweise in meiner Tätigkeit als Headhunter im Visier, um jedenfalls sofort oder in einem halben Jahr einmal angesprochen zu werden, sagen wir mal 60 bis 70% der Beweggrund und sagen wir mal 30% ist es der mit potentiellen – Auftraggebern ins Gespräch zu kommen, aber da nutze ich im Allgemeinen andere Wege.

Interviewer: Planen Sie zukünftig im Vergleich zu herkömmlichen Marketing-Maßnahmen mehr im Social Media Bereich zu investieren? Geben Sie bei gleichbleibendem klassischem Werbebudget prozentuell gleich viel, mehr oder weniger aus?

Interviewee 2: Also ich plane da nicht gezielt stärker in solche Social Media Maßnahmen zu investieren oder mich einzubringen. Werbebudgets sind bei mir seit Jahren etwa auf dem gleichen Level.

Interviewer: Welche Zielgruppen sprechen Sie mit Social Media Marketing an?

Interviewee 2: Das ist relativ begrenzt, weil die wichtigsten Zielgruppen meiner Auftraggeber sind nur begrenzt oder sehr eingeschränkt in solchen Foren vertreten, also beispielsweise Geschäftsführer oder mittelständische oder größere Unternehmen auch Personalleiter oder Personalleiter mittelständischer und größerer Maschinenbauunternehmen sind nur sehr eingeschränkt in Xing oder anderer zu finden.

Interviewer: Wurden durch die Social Media Maßnahmen bereits Neukunden akquiriert?

Interviewee 2: In einem Fall ja, aber das ist praktisch nicht erwähnenswert. Als Personalberater in einer bestimmten Marktnische ist mein Kundenkreis überschaubar.

Interviewer: Wie groß ist dessen Anteil an allen Neukunden im Vergleich zu anderen Neukundenakquisitionen?

Interviewee 2: Man könnte sagen das waren bereits 20% an Neukunden vor 2 Jahren. Ich kann durchaus offen sagen, ich akquiriere pro Jahr so etwa 3 und 5 Neukunden. Der Anteil ist damit recht groß, aber das ist Zufall. Das kann daher nicht so auf die Allgemeinheit übertragen werden.

Interviewer: Wie viel hat Sie ein Neukunde im Vergleich zu traditionellen Marketingmaßnahmen gekostet?

Interviewee 2: Ist schwer anwendbar zumal auch meine Marketingmaßnahmen in erster Linie Telefonate sind. Wissen sie ein Headhunter hat zwar auch ein paar Hochglanz-Broschuren und Internetauftritte, aber in überwiegender Weise rufe ich die Leute an mit denen ich ins Gespräch kommen will.

Interviewer: Ist Ihre Social Media Investition finanziell erfolgreich und sind Sie mit dem Resultat und der erreichten Interaktion zufrieden?

Interviewee 2: Ja, kann ich so sagen, da sie, das muss man ja auch ehrlich sehen, kaum etwas kostet und dann halt auch wieder die Zufriedenheit kommt, auch wieder eher aus den Kontakten mit potentiellen Kandidaten.

Interviewer: Arbeiten sie mit professionellen Werbeagenturen zusammen oder bereiten Sie Ihre Social Media Präsenz alleine auf?

Interviewee 2: Ja, unsere Zentrale, also nicht ich, sondern unsere Schweizer Zentrale

Interviewer: Welche Chancen und Risiken sehen Sie im Social Media Engagement?

Interviewee 2: Ja, ich will mal grundsätzlich die Chancen nicht überbewerten, eine Chance liegt darin, dass man hier auf relativ lockere Art und Weise zusammen kommt. Während andere Wege, Briefe und Telefonate immer einen gewissen offiziellen Anstrich haben, ist im Social Media Bereich der ganze Umgangston etwas lockerer. Ich spreche dann jemanden nicht mit „Sehr geehrter sowieso“ an, sondern sage „Hallo“. Und das Feedback kommt so ähnlich und daher sehe ich die Chance, dass man sich vielleicht schneller, leichter, unkomplizierter nähert. Direkte Risiken sehe ich eigentlich keine.

Interviewer: Machen Sie Evaluierungen über die Reputation Ihres Unternehmens?
Wenn ja: Welche Auswirkungen haben Sie durch das Social Media Engagement feststellen können?

Interviewee 2: Ja, gelegentlich aber sehr selten. Wir haben keine Auswirkungen feststellen können.

11.4.5 Interview with Interviewee 3

Interviewer: Was sind die Beweggründe für Social Media Aktivitäten für das Unternehmen?

Interviewee 3: Ja, kommt darauf an, ob sie jetzt historisch sehen wollen oder aktuell. Also historisch bin ich von meiner Frau eingeladen worden und hab mich dann dort auch etabliert und fand das als interessante Möglichkeit und so hat sich das dann einfach entwickelt und sagen wir mal ich hab dann gemerkt, dass man da wirklich gut Kontakte knüpfen kann und daraufhin hab ich das dann ausgebaut. Ich hab schon 2004 die Gruppe dort gegründet und die hat sich eigentlich bis jetzt durchaus positiv entwickelt. Ich habe dadurch das eine oder andere Projekt akquirieren können.

Interviewer: Planen Sie zukünftig im Vergleich zu herkömmlichen Marketing-Maßnahmen mehr im Social Media Bereich zu investieren? Geben Sie bei gleichbleibendem klassischem Werbebudget prozentuell gleich viel, mehr oder weniger aus?

Interviewee 3: Ja, auf jeden Fall werde ich die Xing Aktivitäten weiter betreiben und noch sehen was man da sonst noch an Dingen tun kann, um es noch besser zu nutzen. Mit den anderen Social Media wie Twitter und solchen Dingen, da bin ich ein bisschen zurückhaltend, weil da auch so viel ... sagen wir mal Unsinn getrieben wird oder Dinge die sich schlecht, nachvollziehen lassen oder nicht immer ganz seriös sind, aber das ist vielleicht auch nur ein Gewöhnungseffekt.

Interviewer: Welche Zielgruppen sprechen Sie mit Social Media Marketing an?

Interviewee 3: Eigentlich beruflich, fachlich in dem Bereich, in dem ich unterwegs bin. Ich halt mich ganz bewusst aus diesen Foren raus, die sich da mit Politik und allgemeinen weltanschaulichen Zeugs - sag ich so salopp – beschäftigen, weil da

kann eigentlich nichts dran rumkommen, weil da fetzen sich die Leut auch fürchterlich, wer da Freude dran hat, der kann das machen, aber ich hab da nicht so nutzen und Sinn drin gesehen und das ist auch was, das viele Leute - mit denen ich gesprochen hab – abstößt, dieses Medium zu nutzen, weil die sagen, die kloppen sich da nur.

Interviewer: Wurden durch die Social Media Maßnahmen bereits Neukunden akquiriert? Wenn ja: Wie groß ist dessen Anteil an allen Neukunden im Vergleich zu anderen Neukundenakquisitionen? Wie viel hat Sie ein Neukunde im Vergleich zu traditionellen Marketingmaßnahmen gekostet?

Interviewee 3: Ich würde mal sagen so um die 20% grob geschätzt, das wechselt natürlich von Jahr zu Jahre, also im letzten Jahr ist es zunehmend, aber es ist noch nicht so alleine. Also die altbewährten Vertriebswege wie ja persönliches Kennen, frühere Projekte und persönliche Weiterempfehlung sind eigentlich noch immer der Schwerpunkt des Geschehens. Gekostet hat mich die Akquisition nur ein bisschen Zeit, die Kosten für die Akquisition sind geringer, die Kunden laufen einem quasi zu.

Interviewer: Ist Ihre Social Media Investition finanziell erfolgreich und sind Sie mit dem Resultat und der erreichten Interaktion zufrieden?

Interviewee 3: Zufrieden ist man ja eigentlich nie, es könnte ja immer auch ein bisschen mehr sein, aber eigentlich kann ich mich auch nicht richtig beschweren, also es ist einiges passiert, wobei natürlich in der Zeit der Wirtschaftskrise die Aktivitäten etwas eingeschränkt gewesen sind und das erholt sich auch erst langsam wieder. Also gerade in meiner Branche wo es ja doch auch um Investitionsgüter geht insofern, dass Leute Lagereinrichtungen, Lagersysteme anschaffen, das ist noch ein bisschen mau, da geht noch nicht so wahnsinnig viel. Aber das hat jetzt nichts mit den Social Media zu tun, sondern ist allgemein und da leidet natürlich auch dieser Bereich, und man muss sich natürlich auch über eines im Klaren sein. Social Media und sagen wir konkret auf Xing, da hab ich die Erfahrung da sind eben sehr viele Suchende unterwegs, die eben selber Projekte, Jobs suchen und man muss da eben filtern, dass man die richtigen Leute erwischt, die man erreichen will. Also man kann nicht einfach so nach Gießkanne sagen jetzt streu ich meine Informationen und dann gucken wir mal, weil es gibt auch immer welche, die sind ganz schlau und

irgendwie auf Kosten anderer sich ein bisschen Geschäft verschaffen. Also man muss da auch ein bisschen filtern.

Interviewer: Arbeiten sie mit professionellen Werbeagenturen zusammen oder bereiten Sie Ihre Social Media Präsenz alleine auf?

Interviewee 3: Das habe ich eigentlich alleine gemacht und auch meine Webseite. Da habe ich meine Frau, die da auf ihrem Gebiet versiert ist und die macht es dann für mich auch. Ich habe neben Xing Aktivitäten und auch anderen Aktivitäten wie LinkedIn, hab ich ja auch ne eigene Website, auf die ich auch verlinke wo ich meine Leistungen besser präsentieren kann.

Interviewer: Welche Chancen und Risiken sehen Sie im Social Media Engagement?

Interviewee 3: Ich sehe erst mal Chancen, dass man da das Geschäft ausweiten kann, dass man da neue Zielgruppen erreicht, die man sonst nicht erreichen kann und Risiken sind die, die ich schon vorhin erwähnte und das es dann natürlich auch so Gruppen gibt, wo viel geschätzt wird, was nicht immer so ganz seriös rüberkommt und auch nicht immer so ganz seriös ist oder sich die Leute einfach nur profilieren wollen und das ist schädlich und schreckt viele potentielle Mitmacher ab.

Interviewer: Machen Sie Evaluierungen über die Reputation Ihres Unternehmens? Wenn ja: Welche Auswirkungen haben Sie durch das Social Media Engagement feststellen können?

Interviewee 3: Ne, also so systematische Evaluierungen mache ich eigentlich nicht, ich gucke ab und zu über die Zugriffe auf der Webseite und es natürlich schon so, dass wenn man im Xing z.B. was veröffentlicht und sich da stärker einbringt, dann nimmt natürlich schon die Anzahl der Zugriffe auf die Seite zu und es kommen mehr Leute, die sich das anschauen, das ist aber nicht immer direkt mit Geschäft verbunden. Also man sollte jetzt nicht meinen ich melde mich da an und dann fließt das Geld so von alleine, also so ist es nicht, man muss schon was dafür tun.

11.4.6 Interview with Interviewee 4

Interviewer: Was sind die Beweggründe für Social Media Aktivitäten für das Unternehmen?

Interviewee 4: Ja, also Punkt 1 auf jeden Fall einmal eine deutliche Präsenz des Unternehmens, also Präsenz, Branding würd ich sagen, ist natürlich auch zeitgemäß sich Social Media mäßig Web 2.0 mäßig aufzustellen, also alle Unternehmen gehen eben in diese Richtung auf Xing, auf Facebook, auf Twitter, also dass man eben im Netz vertreten ist mit einem professionellen Auftritt, denn vertreten ist man sowieso. Aber man hat es eben selber in der Hand es zu gestalten und das sollte der wichtigste Beweggrund sein finde ich, warum sich da aufstellen sollte. Viele gehen natürlich auch in den Bereich Kundenmanagement, Alumnimanagement etc., weil sich die ganzen Zielgruppen im Netz schon tummeln und das oft Zielgruppen sind, an die man so nicht so einfach rankommen würde, hat man zum Beispiel bei Xing Communities und auch in anderen Bereichen relativ schnell die Möglichkeit an diese Zielgruppe ranzukommen.

Interviewer: Planen Sie zukünftig im Vergleich zu herkömmlichen Marketing-Maßnahmen mehr im Social Media Bereich zu investieren? Geben Sie bei gleichbleibendem klassischem Werbebudget prozentuell gleich viel, mehr oder weniger aus?

Interviewee 4: Also ich kann es ja nur aus meiner Erfahrung jetzt sagen wie die Kunden das bei uns handhaben, ich denke dass Trend schon dahin geht auf jeden Fall. Dass der Trend eben in diese Richtung geht, das erleben wir eben an unseren Kunden und Unternehmenskunden, die sich bei uns melden und was die eben für Strategien haben, auch was Agenturen eben vorhaben, geht der Trend stark in diese Richtung würde ich sagen.

Interviewer: Welche Zielgruppen sprechen Sie mit Social Media Marketing an?

Interviewee 4: Also aus unserer Erfahrung kann ich sagen, es geht viel um Alumnis, also ehemalige Mitarbeiter, Thema Rehiring, kann man glaube ich fast die ganze Zielgruppe erwischen, Thema Business Partner, kann man auch einen sehr großen Kreis der Zielgruppe erreichen und den Rest tut sicherlich auch das Virale Marketing hinzu, das ist ein Teil der Zielgruppe der es schon an den Rest der Zielgruppe weiterträgt. Ja, würde ich so sagen.

Interviewer: Wurden durch die Social Media Maßnahmen bereits Neukunden akquiriert? Wenn ja: Wie groß ist dessen Anteil an allen Neukunden im Vergleich zu anderen Neukundenakquisitionen?

Interviewee 4: Also den Anteil kann ich - glaube ich - schlecht schätzen, was ich auch Rückmeldungen von Kunden von uns weiß und auch was ich von anderen Berichten, auch Studien etc., ist das durchaus eine gute Möglichkeit Neugeschäft zu generieren besteht, das weiß ich auch aus Umfragen die wir bei uns haben, aus Rückmeldungen von verschiedenen Kunden und verschiedenen Bereichen, würde ich bejahen, die Anzahl kann ich Ihnen - glaube ich - nicht so gut nennen.

Interviewer: Können Sie abschätzen wie viel das Unternehmen ein Neukunde im Vergleich zu traditionellen Marketingmaßnahmen kostet.

Interviewee 4: Also kommt natürlich darauf an, wo sich die Unternehmen aufstellen, also Facebook ist kostenlos, wir sind kostenpflichtig, Twitter ist auch kostenlos. Es gibt sicherlich beides würde ich sagen. Es gibt Unternehmen, die sehr viel Geld in die Hand nehmen, sehr viel Aufwand in die Hand nehmen und dadurch schon irgendwann eine ziemlich gute Ernte haben werden. Es gibt sehr findige Unternehmen die mit einer einfachen Twitter-Nachricht eine ganze Welle lostreten, die sie wahrscheinlich keinen Cent gekostet hat, oder über ein YouTube-Video oder so. Wer clever ist, kann auch mit relativ kleinem Aufwand und kleinem Budget was ziemlich Großes erreichen, es gibt aber auch Unternehmen, die deutlich viel mehr Geld in die Hand nehmen erstmal. Auch was natürlich das Produkt angeht, aber auch das Team, also viele Unternehmen fangen jetzt an, Social Media Abteilungen aufzubauen, eigene Mitarbeiter für so etwas zu haben. Das ist natürlich schon noch einmal ein ganz anderer Aufwand, der dahinter steckt.

Interviewer: Schätzen Sie die Social Media Investition in Unternehmen finanziell erfolgreich ein und sind die Unternehmen mit der erreichten Interaktion zufrieden?

Interviewee 4: Genau, also aus unserer Erfahrung, aus meiner Erfahrung, die ich jetzt mit den Gruppen habe, ist es schon so wo es am besten funktioniert ist, wo eine Firma eine Community hat und Kunden zu Kunden sprechen lässt oder Erfahrungsberichte austauschen lässt, sprich wo Kunden, die ein bestimmtes

Produkt bereits nutzen, Neukunden beraten können, sich austauschen können. Ist ja auch schlau von der Firma das dahin zu verlagern, dass sie sich selbst unter Kontrolle haben was für ein Feedback über das Produkt ausgetauscht wird. Es gibt aber in der Tat Unternehmen, die es einfach nur Input oder Kontent bestimmten Geschäftskunden etc. zur Verfügung stellen und das ist eher so ein bisschen mäßiger Erfolg würde ich sagen. Also dass Kunden auf die Unternehmen zukommen und dadurch Geschäfte generieren, das weiß ich auch aus unserer Erfahrung, funktioniert, haut aber keinem vom Hocker sage ich mal so. Was gut funktioniert ist, wenn Kunden miteingebunden werden und eben auch für potentielle Neukunden im Namen des Unternehmens gut sprechen können.

Interviewer: Arbeiten die Unternehmen mit professionellen Werbeagenturen zusammen oder bereiten diese Ihre Social Media Präsenz alleine auf?

Interviewee 4: Teils, teils. Erfahrungsgemäß stecken oft Agenturen dahinter auch oft mehrere Agenturen, weil in unserem Bereich, ich kann auch nur von unserem Bereich sprechen, sind es relativ viele Unternehmen, also sehr große Konzerne, sehr traditionelle, konservative Konzerne, für die es eine relativ neue Welt ist, dieses Web 2.0, Social Media usw. Die haben Hürden wie einen Betriebsrat, eine Geschäftsleitung, einen Vorstand, der sehr skeptisch ist und die da oft nicht selber losgetreten kriegen und die haben oft Agenturen dahinter, professionelle Werbeagenturen, die das Thema vorantreiben und auch unterstützen, weil es eben auch nicht ganz unaufwendig ist.

Interviewer: Welche Chancen und Risiken sehen Sie im Social Media Engagement?

Interviewee 4: Deutlich mehr Chancen als Risiken. Also das eigentliche Risiko ist, sich nicht aufzustellen, finde ich. Man ist sowieso präsent im Internet, man hat es eben nur selbst in der Hand wie man da auftauchen will und in welcher Art und Weise man reagieren will. Ich finde große Chancen, was das Branding angeht, was die Kommunikation angeht und was eben das angeht, was so verschieden auftaucht, das können die Unternehmen eigentlich sehr gut steuern. Das finde ich sind große Chancen, es nicht den Usern zu überlassen, sondern es selbst in die Hand zu geben.

Interviewer: Und welche Risiken sehen Sie?

Interviewee 4: Also ein gewisses Risiko, wenn man es eben nicht professionell macht und wenn man nicht genug Ressourcen dafür hat, die ein Auge darauf haben, kann es auch einmal in eine andere Richtung schlagen. Aber wenn man auf Feedback gar nicht reagiert oder es einfach schleifen lässt, dass es als Selbstläufer in eine andere Richtung geht, oder es gab ja auch so berühmte Beispiele von Nestle und so was, wie die dann einfach einen Maulkorb verteilen und Beiträge rauslöschen lassen, Youtube Videos sperren lassen. Ich weiß nicht, die kennen Sie wahrscheinlich diese Kampagnen von Greenpeace oder es gibt ja auch viele, viele andere, es gab von Lufthansa mal was, von United Airlines. Das ist das große Risiko nicht zu reagieren oder falsch zu reagieren indem man so Maulkörbe verteilt und denkt man hat das Unternehmen oder wenn man das Recht auf den Unternehmensnamen hat, hat man das Recht alles zu sperren, hat man ja auch aber das funktioniert bei der Masse an Usern einfach nicht mehr.

Interviewer: Machen die Unternehmen Evaluierungen über die Reputation Ihres Unternehmens? Wenn ja: Welche Auswirkungen haben diese durch das Social Media Engagement feststellen können?

Interviewee 4: Ich kanns nicht ganz beantworten, aber ich weiß, dass sie sich schon gut umschauen, wie sie aufgestellt sind, wie sie auftauchen was passiert. In unserem Bereich bei Xing bekommen die Kunden Reportings über die Aktivität und über die Zielgruppe die ja ihre Gruppe besucht und noch ein paar andere demographische Daten, da sind die Kunden schon sehr hinterher sich das genau anzuschauen, also wie viel Klickzahlen generieren sie mit Ihrem Auftritt, was ist die Zielgruppe, die Ihrem Profil z.B. folgt oder ihrer Gruppe angehörig ist, da interessieren sie sich schon sehr für.

Interviewer: Wie erhöhen Gewinnspiele oder Giveaways die Klickrate und Interaktion?

Interviewee 4: Wir haben einen Best Offers Bereich auf Xing und dort haben wir viele Kooperationspartner, mit denen wir auch andere Aktionen machen, sprich Gewinnspiele, Verlosungen usw. und das ist natürlich klar messbar inwieweit sich die

Klickzahlen erhöhen, was natürlich immer der Fall ist. Kann ich nur von unserer Seite aus sagen.