

"B2B Going Social"

The value of social marketing in B2B and the social media approach for Bosch Security Systems EMEA

Martine Sedy, Graduation thesis, 2013



BOSCH

Invented for life

“B2B Going Social”

Eindhoven, 04-06-2013

Student

Martine Sedy

Student number: 2156676

E-mail: martinesedy@gmail.com

Bosch Security Systems

Torenallee 49

5617 BA Eindhoven

The Netherlands

Supervisor: Ronald van de Peut

Fontys, University of Applied Sciences

Communications Management

Rachelsmolen 1, building R4

5600 AH Eindhoven

The Netherlands

Supervisor: Majel Ruyter

Preface and acknowledgements

Writing this thesis was a challenging, exciting and educational experience that started in February 2013. During these months I learned a lot about marketing communications, social marketing in particular, in a new market I didn't experience before: business-to-business (B2B).

These days it is known to many of us that social media have offered powerful new ways to build and nurture customer relationships, but most of the research, literature and success stories are derived from the consumer market (B2C). B2B is a fascinating world where I learned about the differences, as well as the similarities compared to the consumer market.

Besides educational, it was also challenging. Many B2B companies don't understand or underestimate the value of social marketing for their business and Bosch Security Systems is one of them. Getting to know the company, their current social media approach and their motivation for this assignment was an important part during the research process. Understanding these aspects allowed me to answer their most critical questions, related to social media.

Of course, I couldn't have done this by myself and I want to thank the people who have made this a memorable experience. First of all I want to thank Ronald van de Peut, my supervisor, and Marijke Raaijmakers who gave me the opportunity to join the Marketing Communications team in Bosch STs EMEA headquarters in Eindhoven. Thank you for being there whenever I needed assistance to continue my research. Thank you for making me feel at home at work too. It was a great experience to be part of such a large and internationally oriented organization. Second of all, I want to thank Majel Ruyters, my supervising teacher, for giving me the motivation to keep on doing what I was doing by giving me the confidence about adding professional value. And last but not least, a special thanks to my partner Willem Oosting and his family who have always believed in me and given me the opportunity to focus on the future in a loving environment.

Management Summary

Research question – Chapter 2

What is the value of social marketing in B2B and what should the social media approach be for Bosch ST EMEA?

The first part of the research question focuses on *educating*. Employees need more knowledge about how B2B companies can become better by using social media. They would like to know what social media channels they should use, why and how they should use them and what this investment would mean for Bosch ST. Understanding and acknowledging the value should make it easier to gain more support and cooperation for social media marketing at Bosch ST. The second part of the research question focuses on *improving the current situation*. This means it is necessary to understand how Bosch ST is using social media now.

Answering the research question – Chapter 2

There are 4 primary questions that contributed to answering the research question:

1. Who is Bosch ST EMEA and what is their current social media approach?
2. What are the main features of B2B and what is the value of social media?
3. What are the fundamental steps of a social media strategy and what should these be for Bosch ST EMEA?
4. What social media tasks and responsibilities have the highest priority that should increase the internal acceptance and support for social media marketing?

Bosch ST and their current social media approach – Chapter 3 & 4

Bosch Security Systems is committed to being an innovative, customer-oriented and global supplier of security and communications products and systems. By 2020 they want to be the global leader in IP based security, safety and communications solutions. According to the employees, “quality”, “innovation” and “reliability” are the top three USP’s of Bosch ST. If they could change something it would be having less amount of rules, faster decision-making processes in the organization and change the focus in their messages on providing security solutions, instead of messaging about technological features of a product.

2 years ago several employees were motivated to get Bosch ST posting on social media channels. But a tactic has been executed without a real strategy. While Bosch ST was posting updates on social media and the community started to grow slowly, soon questions started to derive about how their targets are using social media, what they expect brands to share on these channels, how Bosch ST can create more interaction and how their business can benefit from this.

In the Marketing Plan of 2013, there are 3 key initiatives that social media is able to contribute to: Influencer approach as basis for demand creation, customer satisfaction and brand building. But in order to use social media to have a positive effect on the organizational goals, it needs to have a higher priority and requires more people to cooperate. Social media can’t be successful if it’s “owned” by one person on the

Marketing Communications Department. Especially if you’re selling complex products and technologies, because you will need employees from other Departments to provide answers to incoming questions and requests.

Social media maturity at Bosch ST – Chapter 4

Many employees agree there currently is no strategy and structure for social media at Bosch ST. There are three main obstacles that are affecting the social media progress:

- 1) Employees have little knowledge about social media. Only a small amount of the employees from the Marketing Communications Department are using social media for private use.
- 2) The amount of time and resources for social media responsibilities are scarce. One person in Eindhoven is mainly responsible for social media activities, with extra guidance from the social media coordinator in Germany.
- 3) There is a mismatch between the company’s “DNA” and the “DNA” of social media: Bosch ST desires having a large amount of control about everything that’s being said about their brand. Yet in social media there is no such thing as having 100% control. People have always shared their opinions and recommendations, but the internet has increased this range immensely. This could be a reason for a company not being present on social media. But your competitors are there and the conversations about your industry, brand, products and services are happening. With or without you. It’s better to join and try to influence these, instead of ignoring by keeping distance.

Bosch ST is currently in the Experimental phase of the Social Media Maturity Model. This is a tactical approach where they are exploring the capabilities and opportunities of social media by experimenting and evaluate and learn from afterwards. If they want to make a step towards the next phase (Functional), the most realistic thing to do is to have a structured system for answering incoming questions which can best be achieved by receiving more direct help and input from employees who have more knowledge about technical details.

Main features of B2B marketing – Chapter 5

The main feature of B2B, compared to B2C, is that it has longer buying cycles. Purchases in B2B are also more value-driven. The “wow” factor that is so important to many consumer buying decisions rarely means much in business engagements. In fact, it obfuscates the clarity that business buyers need.

For many years, business processes have been considered to be very rational, but that doesn’t mean B2B is emotionless. However, B2B marketing must focus on a different set of buying emotion, compared to B2C. Since there is often a large amount of money involved in a business purchase, emotions are often about the fear of making the wrong decision, the level of confidence in the forecasted ROI and the level of trust established in the supplier. Some of these emotions can be influenced by being able to give the right information to the right people. Buying decisions are usually made by groups and as one team member is focused on return, the engineer will be more interested in the technical details.

The value of social media in B2B – Chapter 5

Bosch STs current approach is using a social media editorial calendar and scheduling updates that are in line with the marketing calendar. However, social media can be used for more than just posting updates. For example, it can be used to gain market intelligence. With so many people talking online and access to these conversations, a company is able to read about the challenges, problems, opinions and experiences of their target audience. A company can use the digital space the same way as the traditional focus groups, except the company doesn't necessarily have to facilitate these conversations in social media. Professionals are joining communities and creating groups by themselves to talk about similar interests.

Social media can also be used to improve customer support. Many people have already been using Twitter as a channel to ask questions directly towards companies, and many companies are motivated to help them because the quality of support is there for everyone to see, allowing them to improve or maintain their reputation for customer support. At this moment, Bosch ST receives about 0-3 incoming questions per week, usually on Facebook, but it's only a matter of time before more customers will start discovering these channels to get the support they demand.

Social media is also great for building thought leadership. The goal is to educate and inform about developments in the industry and security technology. Thought leaders don't sell and don't just talk about their products and their company. Thought leaders are writers who take off their marketing hat and think like an editor. They focus on writing content that your target audience concerns / interests most, so the company will be perceived as the "go-to" source for information in the industry.

Several B2B companies have also successfully used social media for product development, such as Philips. Social media can be used to monitor what people are saying and talking about. Interesting insights can be used to report to the Product Development Department, Marketing Communications and leads back to the Sales team. Another method is mostly being used whenever a company has a group they facilitate with active members. In that case, it isn't rare to see that employees from a company are asking direct questions to their followers online for product improvement / development. The majority of people are gladly willing to contribute to giving feedback on products and services.

The fundamental steps of a social media strategy – Chapter 7, 8, 9, 10, 11

The social media strategy for Bosch ST should consist of: defining the target audience, social media objectives, choosing the social media channels and defining the content strategy.

Bosch STs target audience – Chapter 7

Bosch ST needs to know what social media channels their audience is using, what information sources they use to do research for work / improve business decisions, how they are using social media for business and what content they are looking for online. Only then, Bosch ST is better able to understand how they can influence online.

Trend: the traditional buying funnel isn't what it used to be. An industrial buyer is moving more back and forth from one stage to the other. Therefore it's taking longer to move from one phase of the buying funnel to the other, because he uses a larger variety of information sources to research his options. A company will be rewarded if it can provide the information that he is looking for online.

Social media for business: a part of Bosch STs target audience is using social media for business purposes. They do this mostly to stay up to date on news that is related to the security industry, keep track of specific companies, do research for work and read what others are saying about suppliers, products and services. If they follow a company on social media, receiving industry related news is also the number 1 desired content, not company related content. The target audience believes that social media can help in accelerating business processes / decision makings. They also expect companies to be on social media and the majority is willing to contribute to give feedback on products.

Online information sources: search engines are the most favorite method of finding information and so are company websites. Having your company on the "preferred supplier" list is worth the effort. About 70% from purchases come from this list. If you move into this arena of preferred suppliers, be prepared to demonstrate to the most important attributes of your product / service: Product quality • Price • Evidence of customer satisfaction • Reliability • Performance.

Bosch STs Social media objectives – Chapter 9

Bosch STs mission is to become the global leader in IP based security, safety and communications solutions, with a strong footprint in both products and services. This can be achieved by becoming a preferred partner of prospects and staying a preferred partner of current clients (= customer loyalty).

Social media are able to contribute to the organizational goals:

- 1) Branding and brand awareness – building a stronger and more famous brand
- 2) Influencer approach – understanding the needs on social media of your targets and corresponding with matching activities and content
- 3) Relationship quality – influencing 3 determinants of relationship quality that function as a predictor for customer loyalty

Social media channels and content strategy – Chapter 10, 11

As Bosch STs audience is present on the four leading channels: Facebook, Twitter, YouTube and LinkedIn, they should keep using these channels. The overall challenge is to make their channels less about "me", even though this might sound strange to executives and managers at the company. The principles of marketing communications have changed. It's less about volume, and more about value. Bosch STs content should be balanced between the following 5 topics: technical product information, solution based content, company related news, industry related news and customer stories. Another challenge is to start using LinkedIn more. This channel might even be the most valuable one for Bosch STs business since it's able to generate leads and provide interesting insights for other Departments, such as Product Marketing, Marketing Communications, Product Development and Sales. It's strictly business, just as Bosch ST is.

Social media tasks and responsibilities, prioritized – Chapter 12

Apart from defining the target audience, objectives, content strategy and social media channels, it is also important to focus on how to facilitate and implement social media marketing at Bosch ST. Implementing social media marketing at Bosch ST means the need to convince others, especially those in management. If these people will understand and acknowledge the value of social media for Bosch STs business it should become easier for the Marketing Communications team to spend more hours on social media marketing and getting more people involved to increase cooperation. These tasks should have the first priority. A couple of examples:

- It's important to report insights, data, results and success to management and executives and find out *who* values *what* kinds of information. Leads derived from LinkedIn can be convincing information for both an executive as well as a sales manager. Some could be convinced by the power of social media by showing success stories or seeing the competitor's activity, while others simply want to see the ROI.
- Create private groups on a social media channel to improve the structure of answering incoming questions and staying better in touch with other colleagues who are involved in social media responsibilities.
- Don't just use social media to share content, also use it to listen and monitor what's being said in the security industry to perform market research, improve customer support and report leads and insights to other departments.

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Chapter 1 - Introduction

1.1 BOSCH STS BUSINESS

When searching online for Bosch images, the famous high quality drilling machines and kitchen equipment are the products that are mostly being displayed. It's what this German brand is particularly known for in the minds of consumers. However, "Consumer Goods" is just one of the 4 business sectors from Bosch. The other 3 sectors are: Automotive Technology, Industrial Technology and Energy and Building Technology. Bosch ST is part of the Energy and Building Technology sector and specializes in developing security technology.

*"Bosch Security Systems' commitment is to securing people and premises, wherever lives and property are at risk. With Bosch you can feel safe. We offer you an extensive portfolio of innovative, high-quality, products, solutions, services and systems for security, safety and communications – featuring intelligent functionality and modular concepts that grow with your requirements. The product range from Bosch Security Systems includes video surveillance systems with state-of-the-art IP-solutions, Access Control Systems, Intrusion Detection Systems, Fire Detection and Evacuation Systems, Security Management Systems, Public Address and Conference Systems as well as Professional Audio Systems, all of which are designed to minimize your lifetime cost of ownership."*¹

1.2 BOSCH STS PORTFOLIO²

Bosch ST offers an extensive portfolio of innovative, high-quality, ergonomic products and systems for security, safety and communications – featuring intelligent functionality and modular concepts that grow with the customer's requirements.

- **Security:** protection for buildings, infrastructure and assets.
Products are: Video surveillance systems incl. video over IP and intelligent video analysis, Intrusion detection systems, Access control systems.
- **Safety:** protection for people's life, buildings and assets.
Products are: Fire alarm systems, Voice evacuation systems, Public address systems.
- **Communications:** communication of voice, sound and music.
Products are: Management systems, Professional audio systems, Conference systems.

¹ www.boschsecurity.com (retrieved February 8, 2013)

² https://inside-ws.bosch.com/FIRSTspiritWeb/wcms/wcms_st/media/en/st/about_st/ST_presentation.ppt (password protected) (retrieved February 10, 2013)

1.3 BOSCH STS CLIENTS³

Bosch ST provides systems and components for a vast array of applications and creates value for:

- Commercial – offices, retail, meeting centers
- Industrial – factories, warehouses
- Institutional – hospitals, corrections
- Educational – schools, universities
- Public venues – museums, libraries, congress centers
- Transportation – airports, train stations
- Residential – homes, apartments

Example of a client - ADO Stadium, The Hague (The Netherlands)⁴

The stadium that is home to The Hague-based soccer club ADO Den Haag was completed in mid-2007 and is equipped with a lot of security technology. The total cost for the construction of the stadium, which has a capacity of 15,000 seats, was €42.1 million. Out of this sum, €2.5 million was allocated for security measures. Products installed: • Video Management System • 70 fixed cameras • Seven PTZ dome cameras • Twelve Megapixel cameras • Video wall with eight 32-inch monitors • Four workstations with eight 22-inch monitors • IP-based.

1.4 BEGINNING OF SOCIAL MEDIA AT BOSCH ST

About 2 years ago, the first social media initiatives at Bosch ST started by individuals from the Marketing Communications and the Product Marketing Department. For these individuals, it was no longer an option that Bosch ST wasn't participating on any of these channels. Company accounts were created, content was being shared and the online community started to grow slowly.

³ https://inside-ws.bosch.com/FIRSTspiritWeb/wcms/wcms_st/media/en/st/about_st/ST_presentation.ppt (password protected) (retrieved February 10, 2013)

⁴ http://www.boschsecurity.co.kr/content/language1/downloads/NL_Entertainment_ADOS Stadium_062009.pdf (retrieved April 8, 2013)

1.5 MOTIVATION OF THIS ASSIGNMENT

After a while, questions started to rise: *How is social media being used by our targets? What are they looking for on our company pages? How can we create more interaction with our fans and followers?* These are the type of questions that show **a tactic has been executed without a real strategy**, which is now explicitly desired by the Marketing Communications Department in Eindhoven.



1.6 AIM OF THIS THESIS

There are many possibilities of writing a thesis about social media. It could be entirely devoted to one topic, such as: the online content strategy, how to use social media for event marketing or recruitment or how to create positive word-of-mouth with social media. The decision was not to focus on one specific topic. As you will read in the internal analysis, Bosch ST is an organization where social media doesn't get the attention and priority it needs in order to be successful. There are not enough resources for social media and knowledge about how to use social media for private use, as well as professional use is limited. Many B2B companies question whether social media can add value to their business and Bosch ST is one of them. That's why it's important to start with the basics and educate about the value of social media in B2B to create awareness and support. This is one of the objectives of this thesis, next to the development of the social media approach for Bosch ST EMEA.

Note in advance: Bosch ST EMEA will be written as Bosch ST in this thesis.

Chapter 2 – Research Design

2.1 THE SOCIAL MEDIA STRATEGY

During the research phase, everything needs to contribute to the social media approach for Bosch ST. The first question that needs to be answered is: What is a social media strategy? 5 years ago there were several agencies that called themselves “social media experts”. Now, every agency that is specialized in marketing communications says they are too. The result is that there are many “formula’s” online that describe the steps of a social media strategy. The approach is to analyze these and choose the steps that are most important to answer for Bosch ST.

Almost all of the social media strategy formula’s had the following 4 steps, which will also be defined in the social media approach for Bosch ST:

- 1) **Set your social media objectives:** What do you want to achieve?
- 2) **Find out who you’re talking to:** How is your target audience using social media for business? Where can you find them online and what do they expect from you?
- 3) **Develop a content strategy:** What does my online audience want to see, hear, read and talk about online?
- 4) **Choose your social media channels:** Where does my audience want to interact and consume content online?

After these four steps, the focus will be more on internal aspects, such as how to use social media more efficiently and how to get more support from management and executives for social media marketing. This will be written from the perspective of a “Social Media Practitioner” who works at Bosch ST: what he does for work, why and how he is adding value. These tasks and responsibilities are prioritized: what should be done now and what should be done in the (near) future.

2.2 MAIN RESEARCH QUESTION

The main research question consists of 2 questions:

What is the value of social marketing in B2B and what should the social media approach be for Bosch ST EMEA?

2.3 SUB QUESTIONS

To answer the main research question the chapters in this thesis will focus on answering the following sub questions:

- 1) Who is Bosch ST?
- 2) How is Bosch ST currently using social media channels and what do employees think of this approach?
- 3) What are the features of B2B and what are the opportunities of social media in this market?
- 4) What is the value of having a content strategy?

- 5) Who is Bosch STs audience online?
- 6) What should Bosch STs social media objectives be?
- 7) Which social media channels should Bosch ST use and how should they use them?
- 8) What should Bosch STs content strategy be?
- 9) What are the suggested social media tasks and responsibilities and how should these be prioritized?

2.4 RESEARCH METHOD

This paragraph describes how data and information will be gathered to provide an answer to the sub questions.

Field research:

- Semi-structured interviews with employees from the Marketing Communications Department. This will contribute to answer sub questions: 1, 2.
- Surveying Bosch STs target audience: a combination of Bosch STs clients and other professionals who are working in the security industry. This will contribute to answer sub questions: 5, 7, 8.
- Surveying Bosch STs clients from The Netherlands and Belgium, who will be visiting the headquarter in Eindhoven during the “Video Experience Days”. This will contribute to answer sub questions: 5, 7, 8.
- Surveying people who are currently following the Bosch ST brand on social media. Note in advance: these results will not be used in this thesis, since only 34 people participated.

Desk research

- Analyze documents from Bosch ST, such as the newest marketing plan and organizational documents about the company that can be found on their intranet pages or that have been shared with me by employees. This will contribute to answer sub questions: 1, 2, 6.
- Analyze reports that have done research about the usage of social media for business purposes amongst decision makers, industrial buyers and influencers (who are involved in the buying cycle). By collecting these reports, comparing them and summarizing the most interesting findings, it will provide critical insights about the target audience which will be valuable for certain steps in the social media strategy. This will contribute to answer sub questions: 5, 7, 8.
- Analyze current social media activities from Bosch ST by reading internal documents, participating in a social media project for event promotion, following the Bosch ST brand on social media channels, and being responsible for maintaining these too (to a certain degree). This will contribute to answer sub questions: 2, 7, 8, 9.
- Studying information sources such as books, scientific papers, white papers, blog posts and articles about social media and marketing communications in a B2B market. This will contribute to answer sub questions: 3, 4, 7, 9.
- Analyze the social media activities from Bosch STs competitor(s) who is performing better on these channels. This will contribute to answer sub questions: 6, 7.

2.5 THEORETICAL APPROACH

Many students of my generation already have quite a lot of experience with a large variety of social media channels. And in the last 2 years of my study the attention for social media marketing also started to grow during classes and projects. This gave students a better understanding of how brands can use these tools in a profitable way. Even though I had personal experience and knowledge about social media, I used many weeks during my internship to learn a lot of new things about marketing communications, and social media in particular, in a market I was unfamiliar with: business-to-business (B2B). I only knew little about this because the models, theories and success stories are mostly derived from the consumer market (B2C). I started searching for books that were written about social media in a B2B context. Soon I concluded: the amount of this literature can be considered as extremely low, compared to the books available about social media marketing, which is more suitable for B2C brands.

Since there is much less written about social media in a B2B context, I realized I had to use a different approach for my research, compared to the approach of many other fellow students. In the end, my journey for finding as much valuable information as possible about social media marketing in B2B succeeded. A large amount of sources have been used and these will clearly be indicated in each chapter whenever possible. The information sources that have been used mainly consist of:

- **White papers** written by leading marketing communications agencies that are specialized in B2B.
- Reading about what science says about marketing communications aspects in a B2B market, by searching for **scientific papers**.
- **Ordering the newest books about social media in B2B** that are written by people with a lot of professional experience in B2B and are perceived as visionaries in the marketing communications industry. Also several other books were consulted that are not primarily written in a B2B context, but a couple of stories, theories and models can also be used in the B2B market.
- **Research reports about the target audience in B2B**. These provide valuable information about the use and expectations of social media amongst decision makers and other influential people who are involved in buying cycles. In marketing communications it's important to know your target audience, whether you're working in B2C or B2B.

An interesting conclusion on one of the first pages of the book *Social Marketing to the Business Customer* that I could relate to: *On the first day of a congress for inbound marketers, an attendee raised her hand and asked how a speaker's advice could be applied to a business-to-business marketing. The speaker asked which members of the audience worked for B2B companies. More than half the hands in a room packed with 450 marketers went up. Paul (one of the authors) watched the scene with interest. It had never occurred to him how different the needs are between a company that sells clothing and one that sells uniforms. A quick check on Amazon revealed that of the 50+ social*

media marketing books that had been published in the prior year, not one specifically addressed the needs of the B2B marketer.

There are differences between B2B and B2C marketing, and some share a stronger opinion about this than others. I believe there are differences as well as similarities. Whether you're in B2C or B2B marketing, it's always "H2H" marketing: human-to-human. The same counts for social media marketing. You are always interacting with and aiming messages towards other human beings, not companies.

Even though B2B is considered to be more rational than B2C, that doesn't mean that B2B is completely emotionless. Yes, people in a business buying process often require a larger amount of (technical) information, but that doesn't make marketing communications aspects such as branding and content marketing meaningless in B2B. Just as in the consumer market, branding is able to impact the perceived quality of the product and allows organizations to differentiate by creating a unique and consistent identity. Though, it's important to realize that B2B marketing needs to focus on different sets of emotions. While consumer brands long for the "wow" factor, this doesn't mean much in the B2B environment. Emotions in B2B are more about feelings such as fear and doubts in making the wrong decision and gaining the right amount of trust with the company's people the buyer plans to do business with. These are very emotional characteristics and can be explained by rational fears since in B2B purchases there is usually more money at stake, compared to most of the purchases in B2C. The research behavior also seems to have similarities: just as consumers are doing research online before they purchase something, so are industrial buyers and people who are involved in the buying process. But it isn't just search. Business buyers have been saying for many years that their most important source of information is each other. Research shows that a majority of industrial buyers engage with peers before making a decision, follow conversations online and conduct anonymous research before selecting a potential supplier. In the consumer market, this hasn't been any different. Social media empowers individuals to share their experiences directly with another and people have always shared their opinions and recommendations. It's not striking to see that this is happening in the digital world as well. And this doesn't only apply to consumer products such as cars, fashion brands or restaurants. People also like talking about their profession: products they have experience with, their challenges at work, and their most critical questions. As the number of channels multiplies, and more participants come online, the quality of information improves, a phenomenon known as the "network effect". This has made marketing and marketing communications a lot more complex than it used to be, but it has also made the opportunities greater for marketers who can figure out the opportunities of these new communications technologies. Companies have been given more options for reaching their target audience than they did just a couple of years ago.

Just as in the consumer market, business customers, suppliers and investors will most likely also demand that businesses become more open and responsive. They will grant attention to companies that deliver useful information and ignore those that only deliver

sales pitches. People do want to buy and use more information sources than before to make the right decisions, but they don't want to be sold to. Social media gives B2B marketers the opportunity to do this. Many social media channels have unique features, but the overall characteristic is that it allows a company to go beyond product information by showing the value of their products and the solutions they are able to provide. Compared to the more traditional marketing methods social media is able to bring a company closer to their customers and prospects and serve them better because it gives companies the opportunity to follow and interact in thousands of conversations where their target audience is participating.

Chapter 3 – Internal Analysis

3.1 INTRODUCTION

The information that is used in chapter 3 and 4, which describe the organization, has been derived from two different sources:

1. **Desk research:** Written information that can be found on Bosch STs intranet pages and in organizational documents.
2. **Field research:** Interviews with all of the Marketing Communications employees working for Bosch ST EMEA in Eindhoven (a total of 9), one marketing communications manager who is responsible for the Benelux region and the social media coordinator who works at Bosch's Global Headquarters in Germany.

The motivation for consulting two sources: it wasn't easy finding all the information that was required to get to know the organization. For example, there were no direct sources available about several definitions, such as the Marketing Communications strategy and the vision on Communications of the organization. It doesn't seem to exist at Bosch ST, which was confirmed by several employees. They weren't able to refer to documents and had difficulties translating their own opinion about this, when asking about the company's strategy and the vision on Communications. Another research method had to be used besides desk research – interviews were scheduled with employees from the Marketing Communications Department, in order to obtain more qualitative information. At the same time this opportunity was also used to find out more about social media at Bosch ST, which is what chapter 4 is about. The results of these interviews are woven into this chapter, among the information that was derived from organizational documents.

3.2 MONOLITHIC IDENTITY STRUCTURE

Certain information about Bosch ST that was missing was able to answer by defining the corporate identity structure. Olins (1989)⁵ defined three of these structures of which Bosch ST resembles the monolithic version: the daughter brand (Bosch ST) uses the same name, symbols and consistent visual style as the parent brand (Bosch Group). But this does not only apply to the visuals. When employees were asked during the interviews about the USP and values of Bosch ST, they often replied by saying that the ones from the Bosch Group also apply to the Bosch ST brand.

⁵ Dolphin, R. & Reed, R. (1998). Fundamentals of Corporate Communications. USA: Butterworth Heineman.

3.3 VISION

*Bosch ST will become the leading full-line supplier of products and systems to global security markets.*⁶

However, in the Marketing Plan of 2013, Bosch ST defines their vision a little differently: *By 2020, Bosch ST will be a global leader in IP based Security, Safety and Communications solutions, with a strong footprint in both products and services.*

3.4 MISSION STATEMENT

*Bosch Security Systems is committed to being an innovative, customer-oriented and global supplier of security and communications products and systems, offering high-quality solutions and excellent service to customers. We strive to be the customer's preferred partner.*⁷

3.5 STRATEGIC APPROACHES AND MARKETING INITIATIVES



⁶ http://www.exportme.boschsecurity.com/content/language1/html/3662_ENU_XHTML.asp (retrieved February 13, 2013)

⁷ <https://inside.bosch.com/irj/portal?NavigationTarget=navurl://ee939facf0437883d29b9731b5700d35&ExecuteLocally=true&NavPathUpdate=true> (password protected) (retrieved April 8, 2013)



3.6 CORPORATE CULTURE

At every company there needs to be some form of control. But what you hear from the employees in Eindhoven is that they find this amount of control to be very high at Bosch ST. According to them, this can partly be explained by the German culture of the company. If you search for online sources (^{8,9,10,11}) about a typical German corporate culture, it does indeed match with the experiences from the employees who were interviewed. Expatica.com describes the value of structures and rules as one of the most important German culture standards:

“In German companies, there are countless rules, regulations, procedures and processes. German business people prefer contracts and written agreements of all types. The existence of these things and their tight and consistent application, the adherence to them and the rigid consequences, or even penalties, for not complying with them are in stark contrast to other cultures. On the one hand, this underscores a consistency and high degree of mutual obligation. On the

⁸ http://www.expatica.com/de/essentials_moving_to/essentials/working-with-the-germans-focus-on-the-task-at-hand-23880_10093.html (retrieved April 2, 2013)

⁹ <http://www.young-germany.de/business-career/business-career/article/inside-german-business-culture.html> (retrieved April 2, 2013)

¹⁰ <http://www.dartmouth.edu/~german/German8/Typical.html> (retrieved April 2, 2013)

¹¹ <http://www.worldbusinessculture.com/German-Business-Structures.html> (retrieved April 2, 2013)

other hand, this principle leaves little room for flexibility and individual determination.”¹²

This culture results in two company characteristics, which are perceived by employees as the biggest weaknesses of the Bosch ST: slow decision-making, many rules and strict guidelines.

Slow decision-making

When employees were specifically asked about the weakness of the organization, slow decision-making was usually the first thing they mentioned. This can most likely be explained by the hierarchic and layered structure. Everything is being double checked and many people are involved during decision-making processes. This causes the decision-making and changes to be slow, protracted and every detail relating to a proposal will be carefully examined. This means it takes time for employees to get things done.

“There is no speed and flexibility. I think we should pay a lot more attention to that. Making it easier and allowing others to make decisions, who are positioned in different layers of the organization and giving people more space to be able to do that.” – Employee Marketing Communications, Eindhoven

Many rules and strict guidelines

Bosch ST is experienced as an organization with a very large set of guidelines. Whatever it is that needs to be done, employees have to deal with many rules, in order to get the work approved. For example, the corporate design is very recognizable, because of the same design that needs to be used in the company's promotion materials. The fact that the corporate design is recognized easily is a positive attribute. But employees at Bosch ST feel the amount of rules limits their opportunities for creativity. Trying and publishing something new is accepted in rare cases.

“The former company I worked at, which was a large one as well, it took about 5 days to get a press release approved. At Bosch, this can take up to 4-6 weeks.” – Employee Marketing Communications, Eindhoven

3.7 MACHINE BUREAUCRACY

Mintzberg provides an important overview of common structures with different coordination mechanism and structure elements.¹³ The organization structure of Bosch ST resembles a Machine Bureaucracy. The definition of a Machine Bureaucracy¹⁴: *The machine organization is defined by its standardization. Work is very formalized, there are*

¹² http://www.expatica.com/de/essentials_moving_to/essentials/working-with-the-germans-focus-on-the-task-at-hand-23880_10093.html (retrieved April 2, 2013)

¹³ Koeleman, H. (2008). *Interne communicatie als managementinstrument*. Wolter Kluwer.

¹⁴ http://www.mindtools.com/pages/article/newSTR_54.htm (retrieved March 27, 2013)

many routines and procedures, decision-making is centralized, and tasks are grouped by functional departments. Jobs will be clearly defined; there will be a formal planning process with budgets and audits; and procedures will regularly be analyzed for efficiency. The machine organization has a tight vertical structure. Functional lines go all the way to the top, allowing top managers to maintain centralized control. These organizations can be very efficient, and they rely heavily on economies of scale for their success. However, the formalization leads to specialization and, pretty soon, functional units can have conflicting goals that can be inconsistent with overall corporate objectives.

3.8 USP

1. Quality

Quality is mentioned by Bosch, the mother brand, as one of the 7 core competencies of the company. During the interviews, most of the time “quality” is also mentioned if asked about the USP from Bosch ST. Quality according to the Bosch Group: *Since its inception, our company has earned a reputation for providing products and services of the highest quality and reliability. Our customers put their trust in Bosch’s ability to deliver high quality, even as products and systems become more complex. This trust is based on the company’s strength in implementing necessary improvements in a fundamental and lasting ways.*¹⁵

“If you purchase a drilling machine from Bosch, you know that you won’t have to buy another one for the next 5-10 years, because the product stays in good shape. I think that’s a good example of how Bosch thinks.”

– Employee Marketing Communications, Eindhoven

2. Innovation and reliability

Innovation and reliability are mentioned as the second most important USP and are also established core competencies of the Bosch Group. Reliability is critical for delivering safety, because the technology always needs to work, especially during emergencies. The reason why Bosch ST can live up to delivering this promise is linked with the first USP. Bosch STs products are reliable because they invest lots of time and money in testing their products that need to measure up to a high number of quality assurances.

Besides these two USP’s, “a strong parent brand” and “delivering a complete security solution” are also mentioned a couple of times. Bosch is a company who has been around for 126 years and has proven to show stability, even after tough economic times. Besides that, Bosch ST is able to deliver an entire security solution. Whereas competitors are specialized in one discipline, such as cameras or fire detection systems, while Bosch ST can provide the entire security package due to their product portfolio.

3.9 HOW BOSCH ST COMMUNICATES

Focus on technical product details and quality

If you’d look at the promotion materials of Bosch ST, you will quickly notice that same visual style that is being used. Besides the style, technical features are being mentioned and the design of the product plays a central role in the visuals. These are a couple of signs that show Bosch ST is communicating on a product level. A number of employees have used the word “product-driven”, for describing the company and the way it communicates towards their target groups.

“The human aspect in the messages and in communications never has a first priority. And that needs to change. If you realize what your message really is about, you are much more capable of sending the right messages to your target groups. So we need to talk more like: What does this product mean to them? Instead of: What is this product and what does it do? You can be a human driven company, without losing the tech mentality. It’s not necessarily one or the other.” – Employee Marketing Communications, Eindhoven

As another employee explains by giving an example: *“If a customer wants to buy a new vacuum cleaner, Bosch would sell it by saying that it has 5000 Watt. But that’s not why an end user is buying a vacuum cleaner. It’s because it is making work easier for him. And that should be the primary message. The technical details will be important later once you’re talking with members from the technical team.”* – Employee Marketing Communications, Eindhoven

This way of communicating, can most likely be explained by the “technological DNA” of the company and the focus on high quality in everything that they say and do. *“If you have a good product of high quality, it is a product that will sell”*, has been a leading sales thought for decades. Communications has been acknowledged as a discipline only for the last couple of years. Since 2007, according to Pieter van Loooveren (Marketing Communications Manager Bosch ST for Benelux).

Bosch philosophy:

“It has always been an unbearable thought to me that someone could inspect one of my products and find it inferior in any way. For that reason I have constantly striven to produce products which withstand the closest scrutiny – products which prove themselves superior in every respect.” - Robert Bosch, 1918

But the rules of marketing and communications have changed. Marketing today has become social and it is no secret that the internet and social media tools have offered powerful new ways to build and cement customer relationships. It’s not what you say about yourself that matters, but what others say about you. Let’s have a look at the current status of social media at Bosch ST. This is what the next chapter is about.

¹⁵ <http://hu.bosch.com/content/language2/html/5569.htm> (retrieved April 12, 2013)

Chapter 4 – Bosch ST and Social Media

4.1 RELEVANCE, OBJECTIVES AND CHALLENGES OF SOCIAL MEDIA

Bosch ST is currently using Facebook, Twitter, LinkedIn and YouTube. According to the PowerPoint presentation: **Yearly Management Meeting 2012 - Web 2.0 at ST**, the relevance, objectives and challenges of social media are:

Relevance

The relevance of social media is to have an interactive dialogue with target a group which includes the answering of incoming questions of target groups.

Objectives

1. Increases brand awareness & exposure
2. Give our brand a “personality”
3. Create an engaged community
4. Attract new audiences
5. Strengthen existing connections

Challenges

- Not using social network sites as a spotlight for our brand
- Start the two-way, interactive dialogue
- Communicate the right messages

4.2 EMPLOYEES ABOUT SOCIAL MEDIA

If you ask employees what they think about the current social media strategy, there is one answer dominating answer: *“There is no strategy.”*

“In my opinion, there is no social media strategy. I think that many new things – and social media is new to Bosch – are happening because of the personal interest of an individual. Now there is a small movement happening, which is fun and all, but it needs more structure. It should be more strategic.” – Employee Marketing Communications, Eindhoven

Employees don’t underestimate the power and opportunities of social media for a B2B company and employees are glad Bosch ST has started paying attention to this new way of communications by using social media tools. The fact that there are people liking and following the Bosch ST brand is something they are very happy about, but it is time to evolve. It is time to start answering questions such as: what do these fans and followers mean for our business? What do they expect? Why are they following us and what content are they interested in? Social media should no longer be a “hobby” of the Marketing Communications Department, as some employees described. If Bosch ST

wants to become more mature in social media, it is time for a strategy and a more structured approach.

4.3 OBSTACLES AFFECTING SOCIAL MEDIA PROGRESS AT BOSCH ST

While getting to know the company and the employees during the first weeks of the internship, there were three characteristics of the company noticeable which can be perceived as obstacles that affect the social media progress:

1 - Limited knowledge about social media

During the interviews, it was rare when someone said that he or she is using social media. Most of the employees are not even registered on Facebook and Twitter. If you have no experience using it privately, then there is no knowledge about how to use it professionally. Receiving more support and budget for social media related activities means understanding both the challenges as well as the opportunities of social media for B2B. Education amongst the marketing communications employees is desired, but at the moment there is not much budget and time willing to be spend on that.

“Wouldn’t it be great if we know how to use social media? What channels we should use, why and how we should use them and what the effect of this investment would mean for Bosch ST?” – Employee Marketing Communications, Eindhoven

Besides the interviews, I was also involved in a social media project called: Social Media Plan for Prolight & Sound, which is a trade fair in Frankfurt where Bosch ST participated. The motivation for doing this is to experience the Bosch STs social media approach and to help making it more effective by using my personal experience and knowledge. I was observing for my research, as well as participating and adding value. What I noticed is that the Product Marketing Managers, who were involved and consulted during different stages of this project, have limited knowledge about the essence of social media. They tend to see these online channels as another way of promoting products and the brand and not as a social channel where a brand has the opportunity to interact with their online community. Social media can be used for much more than just posting company messages. There will be more written about this in chapter 5: the opportunities of social media in B2B.

Not enough time and resources

If you read about the biggest social media success stories such as Dell, Cisco and Zappos, social media makes part of the entire company culture. This would be impossible if social media were “owned” by one or a small number of employees, which is the case at the EMEA headquarters in Eindhoven. One employee from the Marketing Communications Department is responsible for posting most of the updates and this is being coordinated by one other employee in Germany. Besides the scarce resources, the time that the employee in Eindhoven is given for social media activities can be considered as very limited. Social media is that extra task which doesn’t get the priority it needs in order to

be successful. So what is the average weekly time commitment for social media marketing? According to the Social Media Marketing Industry Report (2012)¹⁶, a significant 59% of marketers are using social media for 6 hours or more and 33% for 11 or more hours weekly. It's interesting to note that nearly 15% of marketers spend more than 20 hours each week on social media. Employees at Bosch ST agree there should be a larger team available for social media – or even an entire department in the future – who focus on social media so it can be a part of people's daily jobs and creating a larger internal awareness amongst other employees.

“We need community managers to create an engaged online community with our specific targets. If we don't have dedicated resources, we won't get far. At the moment we have no definition of what drives content and what does not. There is some evidence, but no definite answers yet. We are still experimenting and analyzing.” – Internet and Social Media Coordinator, Germany

With experimenting and analyzing, she means that they are trying out different posts and based on the interaction – number of likes, comments and shares – they are defining what content can be considered as successful and unsuccessful.

Mismatch between Bosch STs “DNA” and the “DNA” of social media

During the interviews, some employees perceive Bosch ST as a company who fears communications. Talking and “being out there” as a brand, equals to Bosch ST in creating possibilities for receiving negative feedback and having to deal with criticism, instead of focusing on the opportunities. There is a desire for a social media strategy and Marketing Communication employees do not doubt the opportunities, but there is a contradiction noticeable: the DNA of the company does not match with the DNA of social media. As mentioned before, employees experience Bosch ST as a company that desires a large amount of control. You can not be a company that wants to be in full control and pursue a successful social media strategy, because there is no such thing as 100% control in the online world. For some, this could be a reason for not being present on social media. But your competitors are there and the conversations about your industry, brand, products and services are happening. With or without you. It's better to join and try to influence these, instead of ignoring it by taking distance from this social phenomenon.

“We are afraid of everything. It is very important to Bosch that no bad things are being said about us. And that's the reason why social media is so difficult here. You need to get things done quickly; you can't wait one week to receive an approval about a reply on Twitter.” – Employee Marketing Communications, Eindhoven

¹⁶ <http://www.socialmediaexaminer.com/SocialMediaMarketingIndustryReport2012.pdf> (retrieved March 3, 2013)

4.4 SOCIAL MEDIA MATURITY MODEL

The Social Media Maturity model indicates the “maturity phase” an organization is experiencing. In addition, the different stages of maturity and the steps to upgrade to the next level are shown in the model (attachment 4).¹⁷

Bosch STs social media maturity: “Experimental”

Based on observations, the experiences employees shared and information derived from organizational documents, Bosch ST can be defined as an “Experimental” company in the Social Media Maturity Model.

Social media is being used by the Marketing Communications department and the desire for developing a strategy is here, which is mentioned in the features of an “Experimental” phase. There is a desire for getting a better structure in order to answer incoming questions faster. For example, by having more people directly involved who can answer technical questions about products. However, the first step towards a “Functional” company is visible. Social media are being applied for specific purposes, such as new product announcements and used for event promotion by sharing updates before, during and after it occurred. But there is work to be done if the organization wants to evolve in the next step of social media maturity, by making the other features in the Functional category count for Bosch ST.

Definition of an Experimental organization:

*Experimental is the level at which the organization accepts social media as a phenomenon and where it actually starts exploring the capabilities and opportunities of social media. E.g. as organization you can start with setting up a Twitter account, linking to Social Media initiatives on your website or posting videos on YouTube. These initiatives are experimental and can afterwards be evaluated and learned from. Departments set up independent initiatives, such as Communications, Human Resources or Product Development. There is a need for a policy and strategy for more targeted initiatives and for gaining control of individual actions. The receivment and return of responses is unstructured and depends on the quality and initiatives of employees.*¹⁸

¹⁷ <http://www.socialmediamodels.net/social-media-adoption-models-category/social-media-maturity-model/> (retrieved March 6, 2013)

¹⁸ <http://www.socialmediamodels.net/social-media-adoption-models-category/social-media-maturity-model/> (retrieved March 6, 2013)

Chapter 5 – An Introduction to B2B

5.1 INTRODUCTION

Whether you are working for a B2B or a B2C company, you are always interacting with humans. However, there are some unique features in the B2B market. It is important to define these in order to have a better understanding of Bosch STs market. Certain features mentioned in this chapter can have implications on choices being made for the development of the social media strategy. That's why this chapter is devoted to defining the basics of B2B. This will be done by describing:

- ✓ The most characteristic features
- ✓ A number of differences between B2B and B2C
- ✓ Different ways to use social media in B2B

5.2 THE INDUSTRIAL BUYING PROCESS

In the industrial buying process, there are three kinds of purchases defined:

1 – New buy: the purchase of a product for the very first time. In this type of buying situation, it is important for the business seller to provide a competitive argument to use their product line and a ton of information to help the business owner make an educated decision. A new buy situation can take longer to occur since research, analysis and more buying center participants are needed to make a final decision.¹⁹

2 – Straight rebuy: is when the purchaser reorders the same products without looking for information or considering other suppliers. Straight rebuys are what the supplier can use to predict inventory levels since they occur in an easy pattern to track.²⁰

3 – Modified rebuy: This is a situation where the purchaser makes some changes in the order, and it could require some additional analysis or research.²¹

Depending on purchase type, buying processes differ in difficulty and intensity. In general B2B purchases entail eight phases, but when straight re-buys or modified re-buys occur, several phases can be left out (Kotler et al., 2010).²²

¹⁹ <http://education-portal.com/academy/lesson/business-buyers-new-buy-modified-rebuy-straight-rebuy.html> (retrieved April 6, 2013)

²⁰ <http://education-portal.com/academy/lesson/business-buyers-new-buy-modified-rebuy-straight-rebuy.html> (retrieved April 6, 2013)

²¹ <http://education-portal.com/academy/lesson/business-buyers-new-buy-modified-rebuy-straight-rebuy.html> (retrieved April 6, 2013)

²² www.mktgsensei.com/BUSI544/kotler_mm13e_media_07.ppt (retrieved April 9, 2013)

BUYPHASES	New Task	Modified Rebuy	Straight Rebuy
Problem recognition	Yes	Maybe	No
General need description	Yes	Maybe	No
Product specification	Yes	Yes	Yes
Supplier search	Yes	Maybe	No
Proposal solicitation	Yes	Maybe	No
Supplier selection	Yes	Maybe	No
Order-routine specification	Yes	Maybe	No
Performance review	Yes	Yes	Yes

5.3 FEATURES OF B2B

The information to describe the features of B2B is mostly derived from the book *Social Marketing to the Business Customer* (2013). If other sources have been used, which were necessary to complement the list then these are mentioned in the footnotes below.

Value-driven decision making - B2B marketing is much more likely to focus on value than experience. This distinction isn't absolute but in nearly all B2B decisions, value is the driving force. Value can be expressed in many ways, including price/performance, the fit with the customer's business objective, flexibility, and compatibility with existing systems. The "Wow" factor that is so important to many consumer buying decisions rarely means much in business engagements. In fact, it obfuscates the clarity that business buyers need.

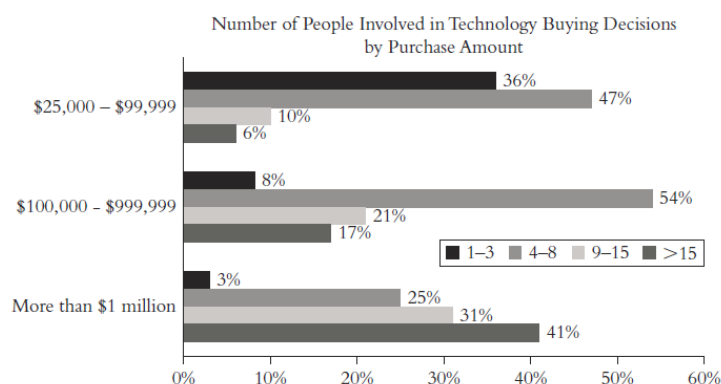
Longer buying cycles - Business buying cycles are longer than consumer buying cycles. This is primarily because more money is at stake and more people are involved in decisions as well. With so much at stake, decisions often involve many rounds of meetings and may take a year or longer to complete.

B2B isn't emotionless - The B2B market and business processes are considered to be very rational (Robinson, Faris, & Wind, 1967), but that doesn't mean it's emotionless. The challenge for B2B marketing is that it must speak to a *different* set of buying emotions, compared to B2C marketing. According to Proteus, one of the leading B2B marketing consulting firms specializing in repositioning B2B companies and their brands: *While B2B prospects are generally not moved by common B2C motivators, like impulse or status, different individual emotional motivators apply. For example, the fear of making the wrong decision, the level of confidence in the forecasted ROI, the level of trust established in the seller's people — all of these are very real emotional motivators in the B2B world. Nike's "JUST DO IT" wouldn't play too well in the B2B world.*²³

²³ <http://www.proteusb2b.com/b2b-marketing/difference.php#> (retrieved May 15, 2013)

B2B customers share bad experiences, too - Word-of-mouth is not only important for categories such as restaurants, stores or consumer brands. Forrester Research surveyed B2B buyers to learn about their usage of social media. When asked: “Which of the following sources of information impact your decision-making process?” 84% responded with “Peers and colleagues”. Based on the survey results, Forrester told B2B marketers: If you’re not using word-of-mouth and social media as part of your marketing mix, you’re late to the party.²⁴

Group consensus and intense need for information - B2B buying decisions are usually made by groups, whereas consumer buying decisions are usually made by individuals. This means that B2B marketing programs must influence multiple people at multiple stages of the buying process, and each of those individuals has different priorities. The image below shows a relationship between the amount of people involved and the purchase amount.



Influencer approach at Bosch ST

Understanding who is involved in what phase of the decision making cycle allows Bosch ST to influence the right targets with the right approach. As you can see in attachment 5: the Consultant, End-user and System Integrator are the most relevant targets for Bosch ST.²⁵

Staying in touch - Business buying decisions are more likely to be a commitment than consumer buying decisions. Products like security technology live with the customer for a very long time. Issues such as the viability of the manufacturer, its quality of support, and

its future product road maps have significant influence on these decisions. Once the sale is made, buyer and seller are bound together in an ongoing dialogue.

Long-term relationships - Relationships play a more important role in B2B than in B2C decisions. In some cases, business buyers bet their careers on the choices they make. They need to feel confident that their supplier will validate the soundness of their judgment. Smart B2B marketers realize that their job is as much about ensuring the success of the buyer as it is about selling the product.

5.4 SOCIAL MEDIA OPPORTUNITIES IN B2B

According to Bosch Security Systems: “We are committed to being an *innovative, customer-oriented, and global supplier* of security and communications products and systems, offering *high quality solutions and excellent service to customers*.”²⁶

Social tools can be applied to the areas that Bosch ST mentions:

Innovative and high quality solutions: using social media to support product development by listening to the trends in the industry, the needs and challenges of your customers and what your competitors are doing.

Customer-oriented and excellent service to customers: using social media to provide the target audience with the content they are looking for, and to improve structures and responsibilities within the organization by searching for conversations about people’s frustrations (if they have any). Social media can be used as an additional method to support incoming questions and requests at “internet speed”.

Global supplier: Being a global supplier goes along with being the thought leader by being perceived as the online “go-to” source for information, insights and inspiration in your industry for security professionals.

Here are several ways social media can be used in B2B that addresses the points mentioned above.

1. Using social media as an additional research method to gain market intelligence

The easiest way to use social media for market research is simply to start with listening. Listening by searching for conversations allows looking for trends and needs in your market. People have always talked about products, services and brands offline and this hasn’t changed in the digital world. It’s having more impact too, because opinions can be shared with a larger audience. The amounts of channels that are used for this have increased as well, compared to a couple of years ago. Software that is able track and analyze these conversations is becoming better each year. These listen to, quantify, analyze, and even attempt to translate conversations into customer sentiment. The opportunity of using social media to improve market intelligence is that it’s an additional method that allows developing a holistic picture from the competitive environment, as

²⁴ <http://www.mycustomer.com/blogs/mhinshaw/touchpoint-insights/yes-customer-experience-matters-b2b-lot> (retrieved April 4, 2013)

²⁵ Marketing Plan 2013 Bosch ST, PowerPoint presentation

²⁶ <http://www.sourcesecurity.com/companies/enhanced-company-listing/bosch-security-systems.html> (retrieved May 15, 2013)

well as the market. These “social listening tools” can be used in a way to measure customer opinion, as well as an early warning of changes in the market or competitive activity. Trying to find mentions of your own brand is a good start, but a company is able to learn much more if it expands their search criteria, for example by using phrases about: competitors, customers, channel partners, influential authors, individuals within the organization, etc. But besides monitoring, a company can also facilitate and maintain their own online groups. It doesn’t necessarily have to mean that these need to have thousands of members in order to be successful. If a company would have 100-200+ active members in this group, for example by starting with existing clients, they can ask these people anything and get a reaction from their most important target audience.

2. Using social media to support customers

According to Bosch STs Marketing Plan (2013) a customer centric mind is needed in order to improve satisfaction. One of the ways to improve satisfaction is by improving customer support. A company might say: only a small percentage of our target audience uses social media and expresses their opinions online. But the point is that this focus on the so called “vocal customers” is very important for a company’s reputation. Vocal customers are the kinds of people who can make a lot of noise, which could damage the company. But they can also do a lot of good. Social media can improve the perceived customer’s service, without requiring a large change in the organization’s structure or massive retraining. Having a dedicated online channel can function as an additional method for customer support. An additional benefit is that you are able to help customers in a way for everyone to see, allowing a company to improve their reputation for customer support.

Dave Balter about customer satisfaction: *“The main cause of customer dissatisfaction is service, not products. Customers understand that not all products or companies are perfect, and they have remarkable tolerance for failures if vendors quickly rectify problems. In a world of commoditized products, customer service has become the great differentiator. Think of the last time you complained to your peers about a company you do business with. Chances are your gripe wasn’t about the product, but rather about the uncaring attitude the company showed when you complained.”*

SUCCESS STORY

Eliason, employee at Comcast who improved customer service by an account for customer support on Twitter. Source: Social Marketing to the Business Customer

Comcast’s customer service reputation was so low that a Google search on “Comcast customer service” returned as many negative results as positive ones. Eliason conceived of a new approach to customer care: search for online complaints on Twitter and resolve problems publicly so that every resolved issue becomes a public relations opportunity. In choosing Twitter as the primary channel for the experiment, Eliason made a bet that openness and speed would be a differentiator. By responding with a calm and helpful

demeanor, Comcast was able to capture media attention and make rapid progress in its efforts to improve its image in customer service.

3. Using social media for building thought leadership

One of the fastest ways to score points with prospective and existing customers via social media and to build visibility within your company is to deliver content around an area of expertise. Writing such content can be a time consuming process, but keep in mind that this content doesn’t have to be used only once. For example, a whitepaper can become several blogs posts that can each be promoted on Bosch STs social media channels. To write thought-leading content, the most important thing the writers need to do is to take off the marketing hat and think like an editor. The goal of thought-leading content is to educate and to inform, not to sell by using the traditional sales messages. The sales will come after, when people are doing research online for work and find your thought-leading content at the top of Google’s search results. Thought-leading examples rarely speak directly about their brand and their products. They are making it less about “me” and more about “them”, by addressing issues and subjects that their target audience can relate to and they are highly interested in. Thought-leading content is content that is about current issues in an industry or about its future.

SUCCESS STORY

www.inhardfocus.com, by entrepreneur Stephen Russell. Source: Social Marketing to the Business Customer

Russell uses his thought-leading blog to educate and evangelize about advances in video surveillance. The topics include essays on new technologies that improve facial recognition or that tap into armies of smart phone users to identify public threats. He often gets on the phone with academic researchers, asks smart questions, and shares their insights with his audience as blog entries. It happens that Russell is also the founder of 3VR, a company that sells a line of video search tools for use by security professionals. You wouldn’t know that from Russell’s blog, however, where he identifies himself simply as “editor” and mentions his company affiliation only in passing. The purpose of In Hard Focus isn’t to sell products, but to position the CEO as a visionary. With more than 1000 daily visitors, the blog has established Russell as a thought leader in an industry he very much wants to influence. Russell says that thought-leadership is very good for business:

“I talk to prominent security directors, city planners and government officials all the time and I’m always amazed at how many have read our blogs.”

4. Using social media for product development and improvement

There are many industry groups and communities online with members who share a mutual interest in a specific topic. When searching, a company will most likely find something about their brand or at the very least a topic around the market that they serve. The process of soliciting feedback can range from simply listening to conversations to actively participating in online discussions to building branded communities around companies and products. A company can start by joining relevant groups and just listen

to the conversations for a couple of weeks. The most effective and efficient thing to do is to get the product experts involved and let employees from the Marketing Communications Department serve as a coach. Professional customers prefer to engage with people who build the products they use. These groups can be used by simply asking for feedback on your products or seeking input on common challenges can create valuable conversation. Whenever an employee joins these communities there is one very important rule: do not, under any circumstances, try to sell to people with any traditional sales messages. An exception would be when someone is directly asking a company to contact him for recommendations. But in general, sales pitches are a fast track to banishment. If members of the community have problems with your product, be prepared that they will be open about it. There is no need to respond defensively, but promise to route complaints to the appropriate people and then follow up. Some companies with strong engineering cultures can show a resistance of using these channels because they believe that they know what's best for the customer. In that case, it's better to start with listening to existing conversations and forwarding useful information to people on the product side. Engineers, after all, are rewarded on the success of their products. If they see opportunities to make customers happier, it's in their best interest to respond.

The Social Media Strategy

Based on the advices from leading agencies specialized in marketing communications, there are 4 fundamental elements that need to be elaborated for Bosch ST:

- 1) **Setting the social media objectives**
Goal: defining where you want to go and why you want to get there
- 2) **Getting to know the target audience**
Goal: understanding what they want to see, read and talk about online for content optimization
- 3) **Choosing your social media channels**
Goal: deciding where the target audience wants to consume content, based on previous research
- 4) **Defining your content strategy**
Goal: making yourself as accompany valuable to your audience which gives them a reason to follow you

To answer these steps for Bosch ST, number 2 and 4 require additional research. This will be done by performing desk and field research, which is what the next 2 chapters are about:

Chapter 6: An introduction to content marketing and the value for B2B

Chapter 7: Getting to know Bosch STs target audience

After these 2 chapters, the social media approach will be developed by defining the 4 fundamental steps for Bosch ST.

Chapter 6 – Content Marketing

6.1 INTRODUCTION

“No one cares about your presence in social media unless you deliver content of interest.” – PWB Marketing Communications

There is no point in going further with social media until a content strategy has been developed. This chapter functions as an introduction to content marketing. It allows us to understand the value of this step in the social media strategy and in B2B marketing as well. The content strategy, written specifically for Bosch ST can be read in chapter 11.

Approach

After finding the right information that was valuable for writing this chapter, I realized: my approach should be the same for Bosch STs target audience as well. The amount of information that can be found online about B2B content marketing / strategy is exploding. It's a hot topic in the world of marketing communications and it leads to over 1 billion search results on Google. The effect of having dozens bookmarks is the same as having no bookmarks: in both cases, you don't know where to begin. So what did I end up doing? I went to websites of agencies that I consider to be the “big guys” of Social B2B Marketing, such as HubSpot, Marketo, The Content Marketing Institute, Forrester Research, Circle Studio S and others. *“These are the top agencies that are delivering great content for marketing communications professionals. They must have some research reports and white papers that can assist in writing this chapter.”* And indeed they had. By me, they are perceived as the thought-leaders in the industry, which is one of the goals of a content strategy.

Why should this be the same for Bosch ST? As you will read in Part II of chapter 7, many of the pains that the target audience is experiencing is related to information needs: *“To have right and true information”, “Finding the right product with reliable quality at the best possible price”, “Getting at the essential information and filtering out the rubbish”, “Easy access to up to date information”, “Digesting & making sense of the vast amounts of data available”,* etc. And this is where content marketing comes in. Whenever a professional in the security industry needs sources, for example to do research for work, Bosch ST should come in mind. Just the way the marketing agencies did in my case. If Bosch ST wants to be perceived as the thought-leader by their target audience, they need to be seen as the expert in security technology and the “go-to” source for information.

The following sources have been used to find out more about content marketing:

- **An introductory guide to content marketing – how to attract prospects, convert leads and engage customers using content.** Tim Asimos, Circle Studio S
- **The Grande Guide to B2B Content Marketing.** Eloqua.com/grande
- **The Content Marketing Strategy Checklist – a big fat, roll-up-your-sleeves guide for B2B marketers.** Velocity Partners

- **B2B Content Marketing Trends – 2012 Survey Results.** Holger Schulze, Everything Technology Marketing
- **The Digital Evolution in B2B Marketing.** Chapter II: Focus Content Strategy and Activation. Research conducted by Marketing Leadership Council in Partnership with Google. More than 1.500 customer contacts were surveyed (decision makers and influencers in a recent major business purchase) for 22 large B2B organizations.

This chapter has been divided into 2 paragraphs:

6.2 Content marketing: definition, how it affects marketing communications and the changing landscape

6.3 Five reasons why a content strategy matters in B2B

6.2 CONTENT MARKETING: DEFINITION, HOW IT AFFECTS MARKETING COMMUNICATIONS AND THE CHANGING LANDSCAPE

Definition of content marketing

The Content Marketing Institute defines it as: *“A marketing technique of creating and distributing relevant and valuable content to attract, acquire, and engage a clearly defined and understood target audience – with the objective of driving profitable customer action.”*²⁷

Changes in the field of marketing communications and the rise of content marketing

The rising value of content marketing can be explained by the changes in the marketing communications landscape. One of the primary responsibilities of this field has been to communicate and promote products and services to potential buyers. It used to be about reaching the targeted audience as many times and in many places as possible and B2B marketing has been conducted pretty much the same way for decades.²⁸ Traditional channels are expensive and have become less effective than they once were. As the ad from the early 1980s demonstrates the limitations of traditional advertising sometimes forced B2B marketers to use extreme tactics to attract attention. It was impossible to communicate the value of a product in this format; advertisers mainly relied on quick slogans borrowed from the consumer sector that they hoped would spur a phone call.²⁹



²⁷ <http://contentmarketinginstitute.com/what-is-content-marketing/> (retrieved May 13, 2013)

²⁸ Asimos, T. Circle Studio S. *An introductory guide to content marketing – how to attract prospects, convert leads and engage customers using content.*

²⁹ Gillin, P. & E. Schwartzman. (2011). *Social Marketing to the Business Customer.* USA: John Wiley & Sons, Inc.

Times have changed and digital media, social media and the web are responsible. It has changed how people make purchasing decisions and traditional marketing tactics are no longer enough for today's consumers. David Meerman Scott, author of *The New Rules of Marketing & PR*, was the first to explain these changes. "Prior to the Web, organizations had only two significant choices to attract attention: buy expensive advertising or get third-party ink from the media. But the Web has changed the rules." Potential customers are readily turning to their personal networks and publicly available information – increasingly via digital and social media channels – to self-diagnose their problems and form opinions about solutions.³⁰ The importance of digital sources is growing and if you think this isn't happening in the B2B market, think again. In chapter 7 you will read that online sources are the most used sources by industrial buyers for business research. Another research conducted by Marketing Leadership Council in partnership with Google (The Digital Evolution in B2B Marketing), stumbled upon a striking finding: the survey revealed that the average business customer had completed more than one-half of the purchase decision-making process prior to engaging a supplier sales representative directly. At the upper limit, that number ran as high as 70%.³¹ This is why content marketing is so important: your target audience is looking for information online and companies that want to be valuable are able to provide the required content.

6.3 FIVE REASONS WHY A CONTENT MARKETING MATTERS IN B2B

1. Clear understanding of customers^{32,33}

Over time, many B2B companies have created a detailed customer profile, understanding their information needs and professional challenges. B2B marketers are closely tuned to behavior, habits, and desires of their prospects and customers and they go far past demographic data. Or if they don't have their customers profile clearly defined yet, there are people in the organization available who can provide them with this information, such as employees from the Sales and After Sales Department, Product Marketing or Business Development. Having this level of familiarity and clarity is a major advantage in social media marketing and content marketing. This makes it a lot easier to develop and share content you know is considered to be valuable by the customer. Every piece of content can be created with a focus on what that customer needs to know. If more information is needed about their challenges and questions, there are ways to figure these out: listen to conversations or ask a question directly in online industry groups or consult employees from the sales and after-sales team and ask about the most common questions that they receive from customers. These can be answered with detailed blog posts, an answered-focused eBook, or a series of informational videos. The next time

³⁰ Marketing Leadership Council & Google. (2012). *The Digital Evolution in B2B marketing*.

³¹ Marketing Leadership Council & Google. (2012). *The Digital Evolution in B2B marketing*.

³² http://impagt.com/insights/B2B_Social_Media_Marketing.cfm (retrieved May 14, 2013)

³³ Eloqua.com/grande. *The Grande Guide to B2B Content Marketing*.

someone asks one of these questions you can point them directly to what you have already created.³⁴

2. B2B marketing is about value, not about volume

The old way of doing marketing was turning up the *Volume*, while the new way of marketing is turning up the *Value*, as Clark Kokich explains in his book *Do or Die*: "In the past, you could simply turn up the volume if you wanted to get your message across. Today, you have to turn up the value. You have to give consumers something they actually prize in order to have them pay any attention to you."³⁵ Yankelovich, a market research firm, estimates that a person living in a city 30 years ago saw up to 2,000 ad messages a day, compared with up to 5,000 today.³⁶ Because people can only consume a certain amount of messages, businesses must respond by reaching prospects in new ways. Content marketing is that new way. It's about publishing information that focuses on the prospect and customer and what they are actually interested in, as opposed to talking about your company and what you sell. Customers care about **their needs, their interests and their businesses**.³⁷

3. Content marketing improves rankings in search results

Search engines and SEO are important for B2B marketing. As will be mentioned in chapter 7, search engines are amongst the top rated information source for industrial buyers to use during their research process. The key to SEO success can be defined in two words: quality content. Creating quality, context-driven content for your readers, prospects and customers will ultimately help you improve your search engine rankings and help prospects and customers find you online.³⁸

4. B2B companies are content machines

B2B companies such as Bosch ST develop new industries or innovate in existing ones. This type of leadership traditionally means that employees are the leading experts within a particular industry. Because social media is often used as a platform for educating prospects through content and relationships, having the depth of knowledge is a clear boost in the quest for social media and content marketing success.³⁹

³⁴ C.C. Chapman, co-author (with Ann Handley) of Content Rules: How to Create Killer Blogs, Podcasts, Videos, Ebooks, Webinars (and More) That Engage Customers and Ignite Your Business (Wiley, 2011)

³⁵ Asimos, T. Circle Studio S. *An introductory guide to content marketing – how to attract prospects, convert leads and engage customers using content*.

³⁶ www.nytimes.com/2007/01/15/business/media/15everywhere.html?pagewanted=all&_r=0 (retrieved May 13, 2013)

³⁷ Eloqua.com/grande. *The Grande Guide to B2B Content Marketing*.

³⁸ Asimos, T. Circle Studio S. *An introductory guide to content marketing – how to attract prospects, convert leads and engage customers using content*.

³⁹ Bodnar, K. & Cohen, J. (2012). *The B2B Social Media Book*. USA: John Wiley & Sons

5. Differentiation by thought-leadership

During the interviews, some employees asked: is there a way to differentiate ourselves with social media? Yes, there is! Tim Asimos explains this very well:

*“Most industries are plagued with “me-too” marketing that does more to equalize than differentiate. This leaves prospects to make purchasing decisions based less on tangible contrasts and more on intangible factors beyond the control of the companies involved. Content marketing done right can help you stand out from all the me-toos in your industry and demonstrate your unique selling proposition by providing educational and informative content that people find valuable and useful.”*⁴⁰

Content marketing provides you with the opportunity to show that you’re the expert in your field. With content marketing you can demonstrate that you are the knowledgeable, go-to source in your industry.

⁴⁰ Asimos, T. Circle Studio S. *An introductory guide to content marketing – how to attract prospects, convert leads and engage customers using content.*

Chapter 7 – The Target Audience

Research methods

- **Part I - desk research:** Consulted and analyzed research reports that have surveyed and interviewed hundreds, even thousands of industrial buyers and influencers who are involved in buying processes.
- **Part II - field research:** Surveyed professionals in the security industry by approaching them online in industry groups on LinkedIn and community pages on Google+. Also customers from Bosch ST in the EMEA region received an invitation to participate. The goal was to gain more information about social media in one specific industry (security), while Part I aims at the entire industrial industry.

PART I

7.1 INTRODUCTION

The last couple of years, the amount of information about B2B marketing has grown immensely. Leading agencies such as MarketingSherpa, MarketingProfs, GlobalSpec, Marketo, Hubspot and many others provide marketers with valuable insights as to what other B2B marketers are doing and why. But as TriComB2B mentions in their research report, one key ingredient seems to be missing: *What does the actual B2B decision maker or influencer think? Does anyone really understand the issues influencing their considered purchase decisions?*⁴¹

That's why this chapter focuses on understanding the professionals in the B2B industry. The journey for finding this information started online and the following reports have been found and analyzed that contributed to a better understanding of B2B, the industrial buyer and the influencer:

- **The considered purchase decision: what matters, what doesn't, and what it means for B2B marketing and sales** - TriComB2B and University of Dayton (2011)
- **The annual survey of changing B2B buyer behavior** – BuyerSphere (2012)
- **B2B's digital evolution** – CEB's Marketing Leadership Council in partnership with Google (2012)
- **B2B buyer behavior survey: new challenges, new complexity** – DemandGen (2012)

- **Business buyer insights** – spotONvision and TNS NIPO (2013)
- **A global research report exploring social media adoption of B2B decision makers** – GlobalWebIndex (2011)
- **Social media's role in decision making by business professionals, survey** – Society for New Communications Research (2010)
- **A literature review and future agenda for B2B branding: challenges of branding in a B2B context** (2011). Sheena Leek, George Christodoulides. Birmingham Business School, University of Birmingham

The approach of writing PART I is selecting the key topics from these reports, by quoting and summarizing important insights and conclusions. The information in the reports can be divided into 4 key topics, which will function as the paragraphs of PART I:

7.2 Trends and developments in the B2B landscape and the industrial buyer

7.3 Social media usage in B2B

7.4 What matters in B2B

7.5 Information sources used by industrial buyers

7.2 TRENDS AND DEVELOPMENTS IN THE B2B LANDSCAPE AND THE INDUSTRIAL BUYER

Not every trend, development or percentage that will be mentioned may count for Bosch ST (yet). However, marketers who can correctly identify the trends once they are happening in their market will be most effective in planning their marketing communications because it leads to a better understanding of the implications for their activities. In other words: understanding what's happening now in the B2B industry = being better prepared for the future.

A longer, more complex buying cycle

From all of the blogs, articles, white papers and research reports that have been consulted, there is one overall conclusion: Industrial buyers, influencers and business processes are changing which impacts the buyer's journey. Forrester Research has divided this buyer journey into 3 categories: Awareness, Consideration, and Purchase. This can be perceived as a simplified version of the 8 industrial buying stages, defined by Kotler that was mentioned in chapter 5. As you can see in attachment 6, Forrester shows each of these phases have become more complex. This can be explained by the larger amount of information sources being used and therefore it's taking longer to move from one stage to the other.

The BuyerSphere report confirms this: *Our report showed a distinct **increase on the previous year in terms of the sheer amount of content sought by buyers** in the course of the buying process. This is good news for all those marketers who are investing in content programs and thought leadership campaigns. Buyers want content more than ever and they are increasingly likely to find a company via a search engine.*

⁴¹ TriComB2B & University of Dayton School of Business Administration. (2011). *The Considered Purchase Decision: what matters, what doesn't and what it means for B2B marketing and sales.*

So does DemandGen's report, which says that B2B buyers are adopting increasingly complex decision-making processes that require them to find, share and evaluate more information than ever before:

How would you say the decision-making process changed for your most recent purchase versus previous purchases in recent years?

66%	Used a wider variety of sources to research options
48%	Spent more time researching their current purchase than previous ones
38%	More internal team members provided their input into decision process
30%	Did more detailed analysis of costs/ROI before making a final decision
20%	Spent more time on social media to research possible solutions

More informal research and contacting a company later

More sources being used and more time being spend on research may be an explanation why it takes longer to move from one phase in the buying funnel to the other and also why it takes longer to contact a company directly. The team who is involved in a buying process is performing more research on their own, before directly interacting with someone from a selected supplier: after at least 57%⁴² of the required information is gathered. This percentage is the lowest one I have come across from the research reports that provided an answer to this question. According to Forrester Research, the percentage depends on the complexity of the product and the market maturity.⁴³ TNS NIPO's research (business buyer insights 2013) also states that it's not rare when you come across buyers more often who have done a great deal of homework by themselves before contacting a potential supplier. According to DemandGen's 2012 report, B2B buyers continue to push back their initial point of contact with vendors, compared to the report from 2011 – including the vendors they finally select:

At what point did you interact with a contact from the solution provider?

51%	After establishing a preferred list of vendors
28%	After conducting initial research on options
8%	When we put out RFPs
5%	When we were ready to negotiate terms
2%	Other

⁴² <http://www.executiveboard.com/exbd-resources/content/digital-evolution/index.html> (retrieved April 14, 2013)

⁴³ http://blogs.forrester.com/lori_wizdo/12-10-04-buyer_behavior_helps_b2b_marketers_guide_the_buyers_journey (retrieved April 22, 2013)

7.3 SOCIAL MEDIA IN B2B

Social media usage is growing, in B2B as well

While more people are spending more time on social media⁴⁴, it is no surprise that this trend is also visible amongst B2B professionals. When the Society for New Research Communications asked if social media usage has changed over the last three years, 76% said that it "increased significantly".

Motivations for using social media

In DemandGen's report, more than 53% said they followed group discussions to learn more about business solutions. Just 14% said they connected directly with solution providers over social networking channels.

How did you use social media to research your solution purchase?

54%	Followed group discussions to learn more about the topic
28%	Did not use social media
24%	Connected individually with thought leaders on social media
22%	Posted questions in social media others solved a business challenge
14%	Connected directly with potential suppliers via social media channels

This matches with the Social Techographics model where people are divided into 6 different "social media personalities", created by Forrester Research⁴⁵ (attachment 7). According to their research, most of the people online are "Spectators". These are people who do not show active social media behavior, because they are the consumers of content: they read, listen and watch. This is important to keep in mind for marketers when they set their social media goals. If not many of the brand's fans and followers are interacting with the brand online, it doesn't necessarily mean that the brand is not reaching their online audience.

Age and social media

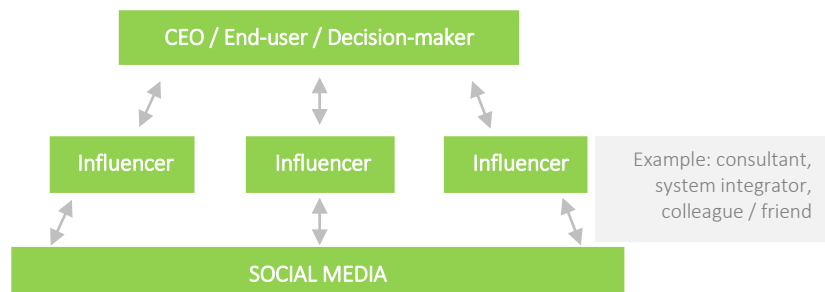
Research reports asking about the participant's age and social media usage conclude that the younger the person is, the more likely he is using social media. Not a very surprising statistic one might say, but do realize chances are it has impact on (the future of) business. If not now, it will in the next couple of years.

According to the BuyerSphere report, Generation Y, sometimes also called "the Facebook generation", are almost twice as likely to use social media as those born only a decade earlier (attachment 8). So what does this mean for a company? According to the report: *As Generation Y find themselves with greater amounts of corporate money at their disposal, social media campaigns will suddenly start reaping fruit. If we extend these*

⁴⁴ <http://www.nielsen.com/content/dam/corporate/us/en/reports-downloads/2012-Reports/The-Social-Media-Report-2012.pdf> (retrieved May 2, 2013)

⁴⁵ <http://forrester.typepad.com/groundswell/2010/01/conversationalists-get-onto-the-ladder.html> (retrieved March 22, 2013)

results and consider the people who will be making B2B buying decisions in just 5 years' time, the difference will be remarkable.⁴⁶ Authors of "Social Marketing to the Business Customer" (2013) agree with this: *Some companies, particularly at the high end of the market, may find that social media has little or no apparent value. If organizations decide that social marketing is not for them, at least at this time, that's fine. However, everyone needs to be aware of the dynamics that are reshaping markets of all kinds. Even if they don't affect the industry at the moment, chances are they will as the Facebook generation moves into the boardroom.* And even if they are not in the boardroom today, they are influencing the people who are there now:



7.4 WHAT MATTERS IN B2B (ATTRIBUTES)

Evaluation criteria used by industrial buyers⁴⁷

Bendixen et al (2004) investigated how buyers rated nine attributes of their preferred brand. They found quality was the most desirable attribute, followed by reliability, performance, after-sales service, ease of operation, ease of maintenance, price, supplier's reputation, relationship with supplier's personnel. Abratt (1986) and Aaker (1991) also found quality to be one of the leading criterion for buyers. Further to this, Beverland et al. (2007) examined global B2B brands and concluded that what leading brands shared in common was that they built an identity around adaptability to customer needs and the provision of a total solution. If an industrial marketer wants to create a strong brand these are the factors they should be aiming to convey and they are broad enough to be applicable to a different number of industries.

⁴⁶ <http://www.baseone.co.uk/beyond/Buyersphere%20report%202012.pdf> (retrieved February 14, 2013)

⁴⁷ Leek, S. & Christodoulides, G. (2011). *A literature review and future agenda for B2B branding: Challenges of branding in a B2B context*. Birmingham Business School, University of Birmingham (United Kingdom).

Quality and price matter

FACTORS IN SELECTING A PREFERRED SUPPLIER	Percent
Product quality	90%
Price	87%
Evidence of customer satisfaction	64%
Service considerations with the equipment (service level agreements, aftermarket support)	63%
Evidence of successful prior contract compliance in: On-time delivery	60%
Evidence of successful prior contract compliance in: Product availability	58%
Proof of financial stability	52%

As you can see in the table, TriComB2B's research confirms the findings about the quality attribute which was also mentioned by Bendixen et al (2004). In almost all cases, respondents indicated product quality and price were used to select preferred suppliers. More than half of respondents indicated that customer satisfaction, service considerations, on-time delivery, product availability and proof of financial stability were used in the selection process.

So is this bad news for those with a more expensive offering such as Bosch ST? Not necessarily, but it does have an impact on the marketing communications strategy. TriComB2B explains why: *If you are avoiding discussions about price in your sales and marketing approach, this research indicates you may find yourself on the outside looking in. When positioned as a higher-priced supplier, putting in place a strategy that clarifies the components of your price may be necessary to allow a fair comparison to lower priced and potentially less feature-rich offerings. About two-thirds of survey respondents indicated that 60% or more of their purchase decisions were dominated by the immediate purchase price. On average, price dominated in 64% of the purchases. There was no significant difference in response by decision role, industry type, age group or role in the firm.*⁴⁸

Evidence of customer satisfaction

As you can see in the table, evidence of customer satisfaction is ranked as the third most important criteria. This reinforces the notion that formally nurturing a strong group of satisfied referral customers may be one of the most important investments a company can make.⁴⁹

⁴⁸ TriComB2B & University of Dayton School of Business Administration. (2011). *The Considered Purchase Decision: what matters, what doesn't and what it means for B2B marketing and sales*.

⁴⁹ TriComB2B & University of Dayton School of Business Administration. (2011). *The Considered Purchase Decision: what matters, what doesn't and what it means for B2B marketing and sales*.

7.5 INFORMATION SOURCES USED BY INDUSTRIAL BUYERS

If you want to influence the buyer's journey, one of the questions that are necessary is to ask where your target audience is looking online for information. This paragraph summarizes the findings of each research report that provided an answer to this question:



REPORT 1: The annual survey of changing B2B buyer behavior – BuyerSphere (2012)

According to the BuyerSphere report 87% of buyers go out and look for advice before choosing. Social media plays a role but more than two out of three start with a search on Google. 21% of B2B buyers use social media at some point in the buying process. By far the most common channels were web searches and 'other' word of mouth recommendations – i.e., other than recommendations found via social media. Web searches were particularly likely to have been used in connection with products and services that would be new to the business (77%, compared to 65% where the order was the same or similar to a previous purchase). The proportion having made use of any social media channels was 21%. The level was even higher among those with job roles in IT (41%) but much lower (12%) among senior directors. Those making a purchase new to their business were also more likely to make use of any social media channels (30%, twice as many as among those buying something similar to a previous purchase).



REPORT 2: Business buyer insights spotONvision and TNS NIPO (2013)

Business buyers can draw on an increasing number of sources when exploring the offer in each category. In their research they have assessed ten online and ten offline sources and they conclude that online sources are definitely on the rise. Business buyers point out that they increasingly make use of search engines, supplier websites and LinkedIn. On the other hand, some offline sources are losing ground: trade shows and exhibitions, brochures and unsolicited information by phone will need to be reinvented to become more relevant to buyers.



REPORT 3: Social media's role in decision making by business professionals, survey. Society for New Communications Research (2010)

What are the top online steps you typically take to inform your decision-making?

75%	Conduct research via search engines
73%	Visit company website
42%	Seek peer referral
41%	Read other blogs
40%	Gather opinions via online networks
39%	Look up company on a social network

Three quarters of respondents conduct research via search engines, and close to three quarters visit a company website to inform decision-making. Seeking peer referral, reading blogs, gathering opinions through an online network, and looking the company up on a social network are all steps taken by about four in ten respondents



REPORT 4: B2B buyer behavior survey: new challenges, new complexity – DemandGen (2012)

Not surprisingly, buyers begin their vendor search process with a wide range of research tactics, including web searches, visits to vendor web sites, downloaded white papers, and social media or peer reviews. A majority of buyers use these tools as part of an informal research process where they gather information related to a specific business challenge. Many buyers place a special emphasis on industry-specific articles and research during their initial search process, while a smaller but still significant number seek out case studies involving companies similar to their own.

At the start of your search process, what marketing/media channels influenced your selection of solution providers in this purchase?

78%	Web search
78%	Vendor website
55%	Downloaded white paper
50%	Social media/peer reviews
30%	Responding to direct contact from a sales rep
21%	Attended an industry event
19%	Responded to an e-mail offer

How did you initiate your information gathering process?

54%	Started with informal research/information gathering around a business challenge
27%	Conducted anonymous research of a select group of vendors via their websites and other public information
12%	Engaged with peers who had addressed a similar challenge and learned more about the solutions/processes they used
8%	Followed industry conversations/coverage of the topic and used that

Conclusion: Search engines and word-of-mouth

Based on this research it can be stated that search engines, company websites and word-of-mouth are the most used sources in the B2B industry. Word-of-mouth can be defined broadly. It can mean word-of-mouth on social media, as well as offline peer referrals, for example by colleagues.

Search engines: Buyer's information discovery habits have changed forever thanks to search engines. Business buyers are looking to make decisions as quickly and as intelligently as possible and searching for solutions online is more efficient than relying

on the serendipity of encountering an ad in a magazine or seeing a flyer in a mailbox. Other research confirming these statistics: Marketo reports that 93% of B2B buyers use search to begin the buying process, Forbes Insight reported that 74 percent of C-level executives call the Internet “very valuable”, and 53% said they prefer to locate information themselves.

Word-of-mouth: You often hear customers have changed a lot since the internet. However, if you look at it this way: customers haven’t changed, but the range of a human feature has. Research shows that people mostly trust other people who are like themselves (=peer)⁵⁰. The internet hasn’t caused this. The internet is just a facilitator of this human behavior; people have always been influencing others.

Research in early 2010 by Genius.com and DemandGen Report found that 59% of B2B buyers engaged with peers before making a buying decision and 48% followed industry conversations. Countless other surveys, stretching back more than 30 years, have reached the same conclusions: business buyers actively seek out others like them because they believe they will get the most direct, untarnished advice.⁵¹

Conclusion: internet and social media haven’t created word-of-mouth. It has only increased its range.⁵²

What do search engines and word-of-mouth have in common?

The good news is that with social media you can influence these two most valuable sources. A good content strategy is able to place your company’s website on the first pages of a search result. If you combine this with online branding, a company is able to influence the amount of positive word-of-mouth among their target audience.

PART II

The goal of PART II is to give a more detailed indication of Bosch STs target audience. Therefore, desk research alone wasn’t enough (PART I). To be able to describe Bosch STs target audience as good as possible for the social media strategy, it was also necessary to acquire data from buyers and professionals who specifically work in the security industry. Therefore a survey has been created and people who are working in the security industry have been invited to participate. They received an invitation in industry groups on LinkedIn and communities on Google+. Also, several Marketing Communications Managers from different EMEA regions helped, by sending an invitation to a number of their customers from their CRM system. The most interesting findings will be mentioned here. All the other survey results can be found in the Field Research (surveys) attachment. A total of 131 respondents participated. The ideal number would have been over 300,

⁵⁰ InSites Consulting, Word-of-mouth research (2008)

⁵¹ Gillin, P. & E. Schwartzman. (2011). *Social Marketing to the Business Customer*. USA: John Wiley & Sons, Inc.

⁵² Bellegghem Van, S. (2011). *The Conversation Manager*. Culemborg: Van Duuren Management

but since Bosch ST currently has no knowledge about their audience online, 131 is a good number to provide Marketing Communications employees with critical insights.



Social media usage

The majority, over 90%, of the target audience is using social media (orange).

Primary reasons to use social media for business

Only 18% indicates that they are not using social media for business purpose. The people who are using social media for business purposes were able to choose between 10 options. These are the five most popular answers:

1. (49%) Staying up to date on news, related to the security industry
2. (41%) Staying in touch with my professional network
3. (32%) Keeping track of specific companies, who are specialized in security technology
4. (32%) Reading about what others think about products/services/suppliers
5. (31%) Doing research for work and educating myself

Social media personality

As expected, most of the participants describe themselves as “Spectators”. This was also confirmed by Forrester Research: most of the people fit into this category, as mentioned in 7.3. Spectators are the consumers of content: they read blogs, tweets, forums and reviews along with watching videos. According to the survey, only about 15% actually participates in conversations. A “Conversationalist” is defined by Forrester Research as someone who drives and participates in conversations that are taking place in the social sphere. They post personal status updates, comment on updates from others, (re)tweet and share content with their online network.

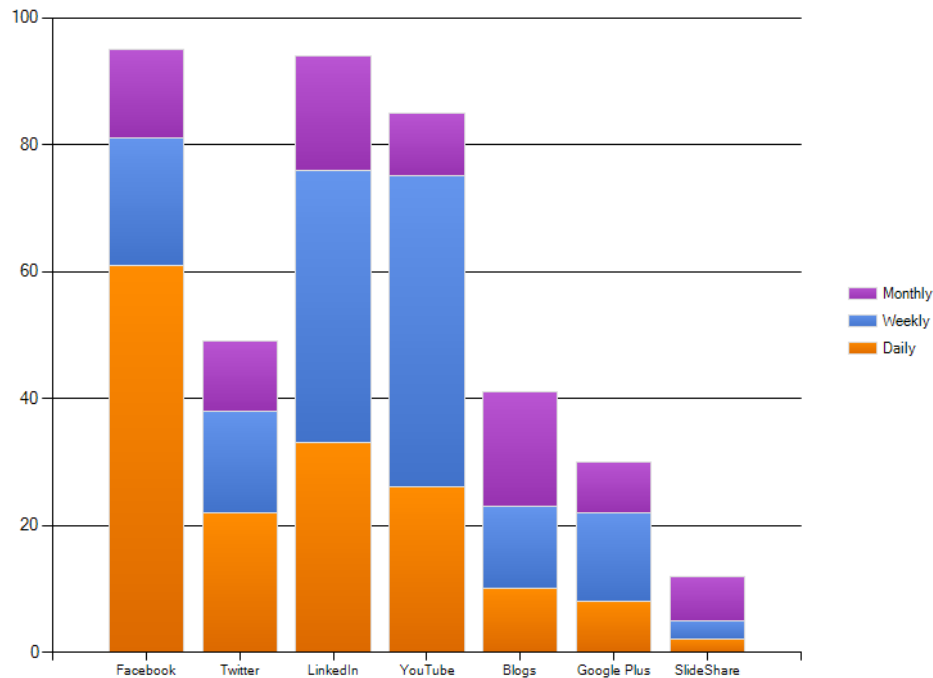
Statements

It was interesting to see that the majority of the participants agree with each of the following statements. Other options they could choose were: “disagree” and “not sure/no opinion”

- I expect companies to be on social media (65% agrees)
- I would be willing to contribute to give feedback on products and services (60% agrees)
- My social media usage has increased in the last 12 months (62% agrees)
- I believe social media help to accelerate my business process / my decision making (51% agrees)
- A company seems more approachable to me if the team is visible who maintains the social media pages (56% agrees)

Social media usage by channel

Facebook, LinkedIn and YouTube are by far the most used channels. Twitter comes in fourth place, followed by Blogs and Google Plus.



The biggest challenge at work

The value of getting answers to this question is to find out what the “pains” are of the target audience. To be valuable to your audience you need to deliver valuable content. And what content is more interesting than content that provides solutions to their professional pains? Here are several of the 41 answers that address a problem which could be solved with social media:

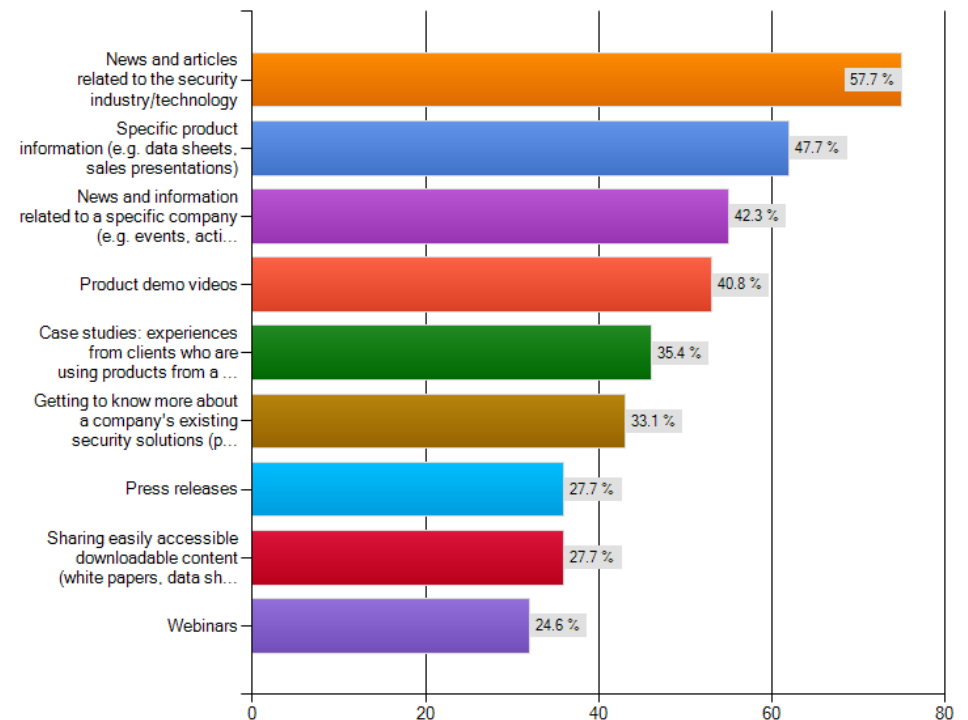
- Information, software samples
- Bosch CCTV price level
- To have right and true information
- Finding the right product with reliable quality at the best possible price
- Getting at the essential information and filtering out the rubbish
- Easy access to up to date information
- Digesting & making sense of the vast amounts of data available
- Ensuring my knowledge is up to date

- Keeping integrators up to date and exposed to Bosch technologies to have it sink into their mind share
- Need head-up on new products. Game changing like releasing 45 products at once is not cool

It's interesting to see that the majority of people's problems (besides selling more products) have to do with information sources. Is it unique for the security industry? I don't think it is. The amount of information that is available online is immense. Bosch ST would be able to differentiate if they find out what information these people are exactly looking for, and how Bosch ST could be the first to give it to them in an accessible way.

Preference for online content that's being shared by a company

About 9% say they are not interested in following and/or interacting with a security company on social media. The rest of the participants who are interested, prefer the following content (more answering options can be read in the attachment with all the survey results):



Steps of the social media strategy defined for Bosch ST

Chapter 8	–	Step 1: Describing the target audience
Chapter 9	–	Step 2: Defining the social media objectives
Chapter 10	–	Step 3: Choosing the social media channels
Chapter 11	–	Step 4: Defining the content strategy

Chapter 8 – Bosch STs Target Audience

In chapter 7 different research methods were used in order to find out more the target audience:

- 1) Desk research: information and insights about the industrial buyer.
- 2) Field research: information and insights about professionals working in the security industry.

On the next page you will see the summarized results of this research. There you will find answers to the type of questions that are written on this page.



8.1 CONCLUSIONS

The results in this paragraph will have impact on certain amounts of choices that need to be made when developing a social media strategy. For example: it provides a direction for the social media channels that a company decides to use, the content it shares which is based on the preferences of their target audience and how a company is able to influence.

Age and online personality

Age and social media: I'm between 35 and 54 years old and my social media usage has increased in the last 12 months. The majority of us are using social media, but the younger version uses it more often. This younger version – Generation Y – may not have a lot of corporate money at their disposal yet, but he is able to influence the people who are in charge of making final decisions now. Keep in mind that he too will once move into the “board room” and that's when social media campaigns will start reaping fruit. Getting familiar with this new way of communications equals to being better prepared for the future.

I'm a spectator: My personality online can be described as a “Spectator”. I read blogs, tweets, forums and reviews along with watching videos. Be aware of this if you're not having the amount of interaction and engagement that you desire to have with me. Just because I don't interact, doesn't mean that you are not reaching me.

Channel choice

This is where you can find me online: You can find me on the 4 big social media channels. I use Facebook and Twitter daily. YouTube and LinkedIn weekly and Blogs and SlideShare monthly. Be aware that Google+ is on the rise. You might want to have a look into Google's social networking channel, because that's where you can find a part of us as well.

Content preference, motivations for using social media and information sources

How I'm using social media for business: When I use social media for business, I mostly do this to stay up to date on news that is related to the security industry. Besides reading news, I use it to stay in touch with my professional network. I also keep track of specific companies, who are specialized in security technology and do research for work and educate myself. I read what others are saying about suppliers/products/services.

This I consider to be the most valuable information sources: Search engines are my favorite way of finding information and so are company websites. It's worth investing in SEO. Word-of-mouth however beats all search results. Recommendations from someone like me, someone who I trust, are most valuable. That's why you want to be present on social media: influencing people with online content, who are influencing others in their professional circle.

These are the attributes I consider to be the most important: Having your company on my “preferred supplier” list is worth your effort. About 70% of my purchases come from this list. If you move into this arena of preferred suppliers, be prepared to demonstrate to me these most important attributes of your product / service: Product quality • Price • Evidence of customer satisfaction • Reliability • Performance.

This is what I want companies to show me: If I follow a specific company I am still mostly interested in receiving news and updates that are related to the security industry and security technology. I also love reading about case studies and products. Media-wise, I have a slight preference for product videos but data sheets, white papers and (sales) presentations are also great.

Trends

I'm using social media more often: My social media usage is growing and when I use social media to research solution purchases, most of the time I follow group discussions/conversations/threads to learn more about the topic. Keep in mind that the amount conversations about your company, your products and your service are growing: with or without you.

My research behavior is changing: The traditional buying funnel isn't what it used to be. I'm moving more back and forth from one stage to the other. Therefore it's taking longer for me to move from one phase of the buying funnel to the other. I use a wider variety of information sources to research my options and also spend more time researching my future purchase. That's why you want to get into content marketing. You will be rewarded if you can provide me with the information that I'm looking for and if you make this easy accessible to me.

I'm doing more informal research on my own: I'm doing more informal research on my own than I used to. It's taking longer for me to contact a company directly that I have selected as a potential supplier.

Challenges at work that online content can help them with

If a company wants to be valuable to me, they need to provide me with valuable content. Valuable content means: assisting me in challenges that I am experiencing at work. One of my challenges is getting essential and up to date information, which assists me in doing better research for work and educating myself. You can make yourself valuable by giving me easy access to up to date information so I can spend less time filtering out the rubbish from the vast amounts of data available online.

Statements they agree with

Statement 1: I believe social media help accelerating my business process / my decision making.

Statement 2: I expect companies to be on social media sites.

Statement 3: Although you won't see me contacting a company directly on social media, I do think they seem more approachable to me if the team is visible who maintains the social media pages.

Statement 4: My social media usage has increased in the last 12 months.

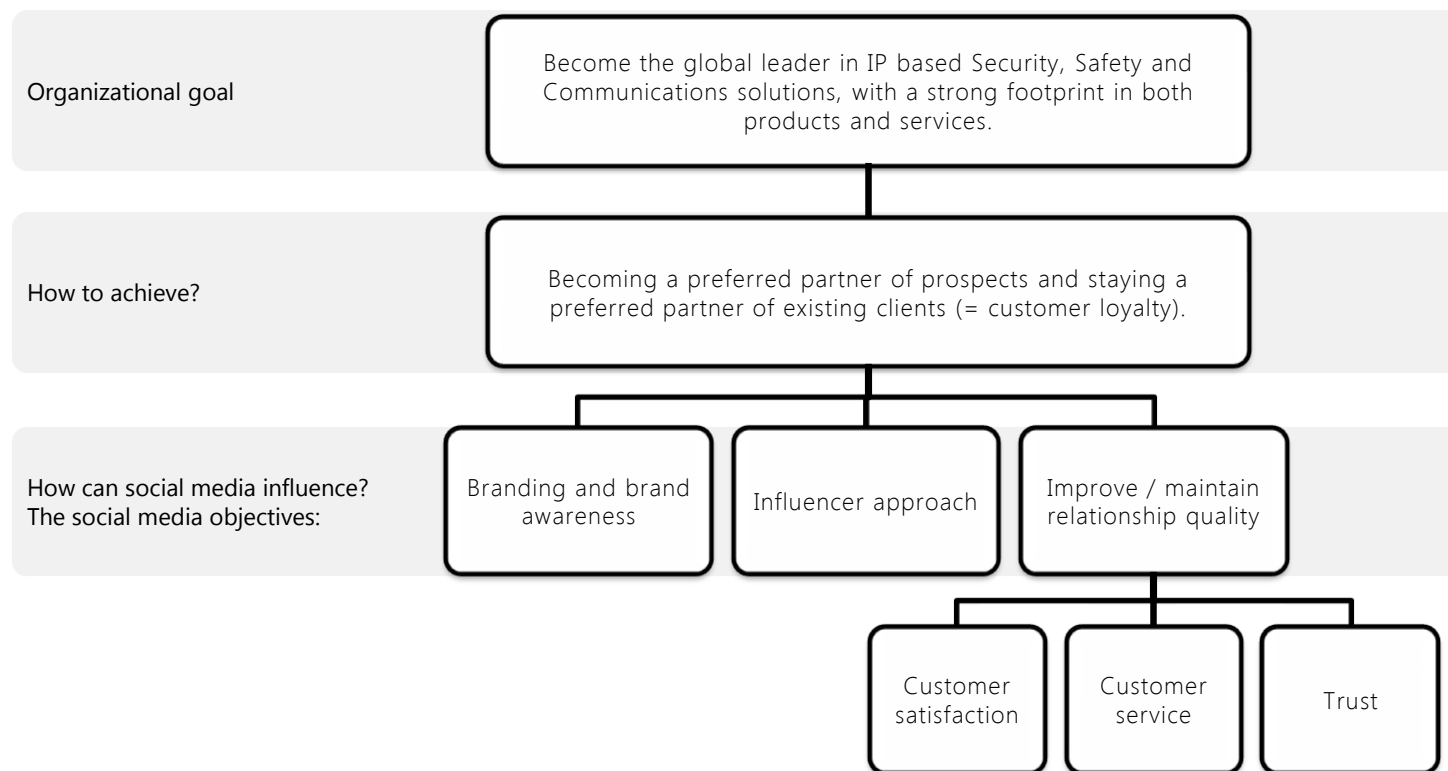
Statement 5: I am willing to contribute to give feedback on products and services.

Chapter 9 – Bosch STs Social Media Objectives

9.1 CORPORATE SOCIAL MEDIA OBJECTIVES

Defining the objectives clarifies why Bosch ST should use social media in the first place. In many cases, objectives are defined by using the SMART method. The same method can be used for defining social media objectives. It makes them Specific, Measurable, Attainable, Realistic and Timely. However, the SMART method is one step ahead. A SMART objective such as “10% more fans on Facebook within the next 6 months” does not explain the business value of these extra fans. An objective becomes effective if it can be explained why you want 10% more fans. Therefore, it is important to start with defining the social media objectives on a corporate level. These are not easy, maybe even impossible to measure, but it defines the value of social media for Bosch ST and in what way it can contribute to organizational goals.

Objectives on a corporate level answer how Bosch STs business can become better because of social media. First, we need to start at the core – the organizational goals – and then work towards the social media corporate objectives. The structure below isn’t mentioned like this in the latest Marketing Plan, but this source and the current social media objectives are the information sources that have been used to work towards these objectives. On the next pages there is more detailed information to read about the meaning of these objectives and their value for B2B companies.



Social media contribution further explained:

- 9.1.1 Branding and brand awareness – building a stronger and more famous brand
- 9.1.2 Influencer approach – understanding the needs of your targets and corresponding with the right social media activities and content
- 9.1.3 Relationship quality – 4 determinants as a predictor to customer loyalty

9.1.1 Branding and brand awareness – building a stronger and more famous brand

Definition branding

Branding is the process involved in creating a unique name and image for a product in the consumers' mind, mainly through advertising campaigns with a consistent theme.

*Branding aims to establish a significant and differentiated presence in the market that attracts and retains loyal customers.*⁵³

Importance of branding according to Bosch ST, D. Aaker

According to Bosch STs Marketing Plan, brand building is needed in order to continue to strengthen the brand which functions as a foundation of growth. They see effective communications and a strong brand as increasingly important to differentiate in an environment with fierce competition. Bosch STs vision on the importance of branding is in line with David Aaker's vision, which he already wrote in 1991. He is a marketing expert with a particular focus on brand strategy: *The marketing battle will be a battle of brands, a competition for brand dominance. Businesses and investors will recognize brands as the company's most valuable assets. This is a critical concept. It is a vision about how to develop, strengthen, defend and manage a business. It will be more important to own markets than to own factories. The only way to own markets is to own market-dominant brands.*⁵⁴

Value of social media in the branding process

Social media can support brand building by moving beyond product-specific communications to highlight Bosch STs security solution capabilities and engage with various stakeholders. Forbes.com, describes social media as one of the most powerful ways to strengthen a brand: *“With social media, you get to decide how you want to position your company and what you want people to know about what you do. With consistent effort and great content, you can build a reputation for your brand around your company's values, benefits, and advantages.”*⁵⁵

A change of branding in B2B

The decision making process is a process that is considered to be a very rational one (Robinson, Faris, & Wind, 1967). Because branding is mostly associated with adding emotional value it is believed it has little to offer in the B2B environment because it's said

that industrial buyers are unaffected by the emotional values corresponding to brands.⁵⁶ However, more recent research acknowledges that just as in a B2C market, B2B brands need to engender trust and develop cognitive and affective ties with stakeholders (Lynch & de Chernatony, 2004). As mentioned in the features of B2B (paragraph 5.3), relationships can be considered as more important in B2B than in B2C, because decisions are partly based on a matter of trust and after a business purchase, buyer and seller are bound together in an ongoing dialogue. Branding has also received an increased interest in B2B due to various changes in business environments (Baumgarth, 2010): the increasing homogeneity of product quality and the decreasing number of personal relationships due to digital communications.

The value of branding in B2B

The scientific paper: “A literature review and future agenda for B2B branding: Challenges of branding in a B2B context”, summarizes the benefits of branding in industrial markets, based on previous research.⁵⁷

Benefits of branding for suppliers

- ✓ Branding has a positive impact on the perceived quality of the product or service
- ✓ Branding allows B2B organizations to differentiate by creating a unique and consistent identity
- ✓ Positive evaluations for one branded product category are transferred to another product category of the same brand
- ✓ Strong B2B brands are more likely to enjoy higher loyalty and more referrals from buyers
- ✓ Branding raises the barriers to entry for competitive brands and leads to higher demand and/or allows companies to command a premium price

Benefits of branding for buyers

- ✓ The summary of associated values can increase the buyer's confidence in their choice
- ✓ Branding increases the level of satisfaction the buyer feels with regard to the purchase
- ✓ Branding provides comfort and the “feel good” factor
- ✓ Branding is useful for reducing the level of perceived risk and uncertainty in buying situations

⁵³ <http://www.businessdictionary.com/definition/branding.html> (retrieved April 17, 2013)

⁵⁴ Aaker, D. (1991). *Managing Brand Equity: Capitalizing on the Value of a Brand Name*. New York: The Free Press

⁵⁵ <http://www.forbes.com/sites/work-in-progress/2013/03/12/the-hidden-benefits-of-social-media-marketing-why-your-strategy-may-be-working-better-than-you-think/> (retrieved April 18, 2013)

⁵⁶ Leek, S. & Christodoulides, G. (2011). *A literature review and future agenda for B2B branding: Challenges of branding in a B2B context*. Birmingham Business School, University of Birmingham (United Kingdom).

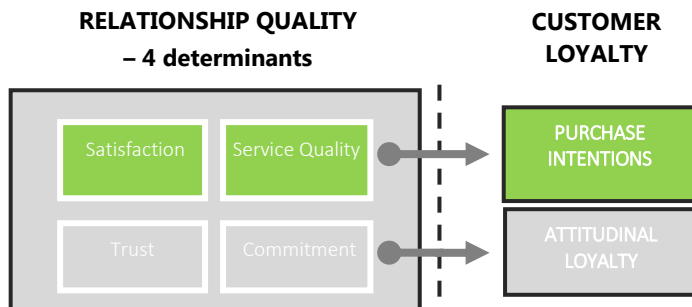
⁵⁷ Cretu & Brodie, 2007; Hutton, 1997; Michell et al., 2001; Low & Blois, 2002; Ohnemus, 2009; McQuiston, 2004; Mudambi, 2002; Bengtsson & Servais, 2005; Wise & Zednickova, 2009).

9.1.2 Influencer approach – understanding the needs

As stated in the Marketing Plan of 2013, a bigger focus is necessary on influencer groups with marketing activities. To realize a successful influencer approach with social media, Bosch ST needs to understand the online behavior of B2B professionals: *Are they using online content for business? If so, how? What information sources do they prefer and where can Bosch ST influence?* Most of these questions have been answered in chapter 7 and 8. After this has been defined, it is important to find out what matters to them so a company can provide content that they is considered to be valuable to their target audience. The main results will have impact on the content strategy of Bosch ST, which can be read in chapter 11.

9.1.3 Relationship quality – 4 determinants as a predictor for customer loyalty

An interesting finding came from the University of Technology in Sydney, Australia. This research describes how relationship quality can influence customer loyalty in the B2B context. As seen in the chart on the previous page, customer loyalty is an essential part in becoming the global leader in IP based security. According to the results of the research, two dimensions of relationship quality are able to influence **purchase intentions** (green); satisfaction and service quality. Whereas all four dimensions of relationship quality (green and grey) influence **attitudinal loyalty**; satisfaction, service quality, trust and commitment.



Purchase intentions (behavioral loyalty) = the willingness of average business customers to repurchase the service and the product of the supplier and to maintain a relationship.

Attitudinal loyalty = the level of customer's psychological attachments and attitudinal advocacy towards the supplier. This includes positive word-of-mouth, willingness to recommend and encouraging others to use the product/service.

The determinants to which social media are able to contribute are: *trust, perceived service quality, and customer satisfaction.*

Trust: Messages should include proof about Bosch ST being a reliable supplier that creates reliable products (customer stories, testimonials, third party reviews). Trust on social media can also be increased when their online audience experiences they are having a conversation with a person, instead of with a company.

Perceived service quality: Service quality defines how well Bosch ST conforms to client's expectations. These expectations can be about a large variety of factors, but to keep

these related to social media, Bosch ST can improve their perceived service quality by showing the following skills online:

- Competence: sharing information and documents that show the possession of the required skills and knowledge to develop products and / or perform a service.
- Accessibility and responsiveness: the ease of contact and the readiness and willingness of employees to help answering online incoming questions and requests.

Customer satisfaction: research has shown that customer satisfaction is a key determinant to every level of brand loyalty. This determinant is actually one of Bosch STs strategic approaches that is mentioned in their Marketing Plan (2013): *customer satisfaction and emotional ties become more important and it needs to drive all activities at Bosch ST*, meaning social media must drive this too. Satisfying the target audience on social media can be done by:

- Responding to incoming questions and requests quickly
- Showing evidence by sharing stories about satisfied customers
- Sharing satisfying content your target audience considers to be valuable and interesting.

"The main cause of customer dissatisfaction is service, not products. Customers understand that not all products or companies are perfect, and they have remarkable tolerance for failures if vendors quickly rectify problems. In a world of commoditized products, customer service has become the great differentiator. Think of the last time you complained to your peers about a company you do business with. Chances are your gripe wasn't about the product, but rather about the uncaring attitude the company showed when you complained." – Dave Balter

The fourth determinant – why has this one been left out?

Commitment: Commitment refers to the motivation to stay with a supplier and there are many possible factors affecting this determinant, such as product quality, offline experiences with employees, customer support etc. Social media alone is too weak to influence the impact of the customer's commitment.

9.2 SMART SOCIAL MEDIA OBJECTIVES

Besides the corporate social media objectives, it is also important to define objectives that are SMART: Specific, Measurable, Attainable, Realistic and Timely. These give employees a direction: where they want to go and when they want to get there. To avoid defining SMART objectives for that are not based on anything reliable, the following method will be used to define these for each social media channel: analyzing and comparing the social media activities from a competitor. However, this will not always be possible. In that case the social media activities of another B2B company will be analyzed that is known for their social media successes. Even though this other company might be doing business in a different industry, there is always something to learn from. The SMART objectives will be defined in the next chapter: at the end of the paragraph when a social media channel has been described (Facebook, Twitter and LinkedIn).

Chapter 10 – Bosch STs Social Media Channels

10.1 INTRODUCTION

Based on the survey results it's not surprising to see that Bosch STs audience can be found on the current most popular social media channels: Facebook, Twitter, LinkedIn and YouTube. The client requested an informative chapter that explains how a B2B company can benefit from using these channels, how they should be used (to a certain degree) and what the SMART objectives should be. YouTube however gets less attention in this chapter compared to the other channels, since the Marketing Communications Department in Eindhoven only uses it for "storage" and to have an online video link available that they can use for reference. They are not directly responsible for the content creation. While the advice is that Bosch ST should keep focusing on these, there are 2 other social media channels that they might want to get more familiar with: SlideShare and Google+. These will be elaborated in the last paragraphs of this chapter. But first, it's important to start with SEO and explaining the value of having a keyword strategy for social media.

10.2 SEO AND KEYWORD STRATEGY

As seen in chapter 7, the use of search engines is an important source in B2B for getting information. Therefore, it's worth the effort to improve the company's search results for which a keyword strategy needs to be developed. If a business wants to focus on improving search traffic, social media alone is not enough, but it is certainly part of a long term SEO success. Many people may think Google's Adwords service is the only solution and don't realize that social media can have a great impact on the search results as well. Bosch ST wants to be a global leader in IP based security and one of their biggest competitors is Axis Communications: a company that launched the world's first network camera for connection to an IP network in 1996. If someone needs to have a solution that can be solved with installing an IP camera, chances are this person will start his informal research with Google's search option by typing "IP Camera" - unless he is a "brand loyal" and uses the brand name in his search keywords. But when using the Google Adword Keyword tool it is clear to see that most keywords aren't brand related, but more product / technology related, such as: "surveillance camera" or "ip camera". When searching for "IP Camera", Axis Communications is the second and third search result.

[IP camera - Wikipedia, the free encyclopedia](https://en.wikipedia.org/wiki/IP_camera)

en.wikipedia.org/wiki/IP_camera

An Internet protocol camera, or **IP camera**, is a type of digital video camera commonly employed for surveillance, and which unlike analog closed circuit ...

[Network cameras, IP cameras, security cameras, surveillance ...](http://www.axis.com/products/video/cameras/)

www.axis.com/products/video/cameras/

Axis offers professional network **cameras** for security surveillance and remote monitoring applications.

[Axis Communications - Leader in network cameras and other IP ...](http://www.axis.com/)

www.axis.com/

Axis provides IP-based network video solutions including network cameras (IP **cameras**) and video encoders for security surveillance and remote monitoring.

This can partly be explained because they have added "Camera" and "IP" in the title of their website. Bosch ST however isn't mentioned anywhere, at least not on the first 10 pages that were scanned. It wouldn't be a surprise if Axis Communications is actively trying to claim such keywords that are being used in the industry by using them very consistently in everything they post online. However, the advice is not to become overly obsessed with reaching the number 1 position. These days, search results have more become "social results". Rankings of search results are based on many things, such as previous personal search histories, recommendations on social media, previous website visits, even your current location. But for a company that wants to be the global leader in IP based security and is not visible in at least the first 10 pages seems as a conflicting result. As mentioned, don't become obsessed with reaching the number 1 position, but do try to get Bosch STs brand presence somewhere on the first 2 pages.

Keyword strategy

Search engines keep using more and more data from social media platforms to rank Web pages. One way to take advantage of this is to have a unified keyword strategy across SEO and social media marketing. Once Bosch ST has selected the keywords that are mostly being used online in their industry, these words need to be used consistently in the company's messages on social media and can be used for example in: the description / "about" section of social media channel, hashtags and titles of an online press release, a YouTube video, a photo album on Facebook, uploaded presentation or document on SlideShare etc. People aren't only using Bing, Yahoo! or Google to search; they are also searching within Facebook, LinkedIn, YouTube or Twitter Search (hashtags). In fact, YouTube is the second largest search engine. So when you implement your keyword strategy across social media channels, you will also be found there.⁵⁸ By having a consistent keyword strategy, it enables the amplification of results across search and social media. If you are using the same keywords in social media messages that you are optimizing for search engines, then it amplifies to search engines and traffic.⁵⁹ To build a unified keyword strategy, first start by researching the popularity and competition for keywords specific to your business in search engines. There are paid tools which save time and provide more data, but using free tools is a good start to find out how it works and what kinds of information there is to obtain:

Google's Adword Keyword Tool <https://adwords.google.com/o/KeywordTool>

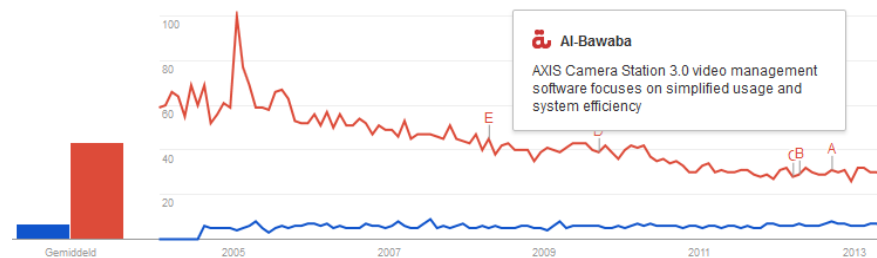
When typing a word or a phrase you can see how popular it is, by checking the amount of global monthly searches. This can help for example in making a decision whether it's best to use the word "IP Camera" or "Wireless Camera" consistently in your messages.

⁵⁸ <http://www.michiellaasterland.com/social-media/social-media-seo-the-importance-of-a-keyword-strategy-for-marketing-on-the-social-web/> (retrieved May 18, 2013)

⁵⁹ Bodnar, K. & Cohen, J. (2012). *The B2B Social Media Book*. USA: John Wiley & Sons, Inc.

Google Trends <http://www.google.com/trends/>

Google Trends is a way to compare keyword phrases to see which one is the most popular. It does not show search volumes, but the ratio of search volume in relationship to the other.⁶⁰ Before choosing a keyword, it is advised to always use this tool to compare options and have a look at the trend of this word. The popularity of one word might be declining, while the other is on the rise. It can also be used to gain more insights about a competitor. For example if you type “bosch camera, axis camera” it is possible to see the differences in search volumes. (Axis is red, Bosch is blue).



Social Media Channel 1: LinkedIn

10.3 LINKEDIN

Bosch ST has a company page on LinkedIn that has 11.500+ followers and a group page consisting of 4.150 members. During the internship it was mentioned a couple times that Bosch ST is neglecting and not benefiting from the opportunities that this social media channel has to offer. Facebook and Twitter are getting much more updates and attention in Bosch STs social media editorial calendar. The client said that they don't really know how to use this channel, while they know that LinkedIn is considered to be *the* social media channel for B2B. Agencies and thought leaders in the marketing communications industry don't question LinkedIn's opportunities as a marketing tool in B2B either. What makes LinkedIn such an attractive social media channel, is that it's purely focused on business. The network would allow Bosch ST to build and nurture relationships, establish thought leadership, generate leads, gain insights, conduct market research, improve their reputation (even more) and build online communities.⁶¹

Benefits of a company profile

With a company profile on LinkedIn Bosch ST can showcase their products, employee networks, blog posts, upcoming events, and status updates. By simply looking at the

⁶⁰ <http://practicalsocialmedia.com/seo-training/tools-for-creating-a-keyword-strategy/> (retrieved May 16, 2013)

⁶¹ <http://www.socialmarketingforum.net/2012/09/top-six-reasons-why-you-should-use-linkedin-as-a-b2b-marketer/> (27-05-2013)

members who are following this page, one can easily see that it are not just Bosch employees following this group but also people who are working in the security industry for example as an advisor or as an employee who sells security products to third parties (value added reseller). In other words: people for who it is important to stay up to date on the latest product and technology developments in order to sell and advise the best security products. There's even an analytics section that will help you see who's visiting your page, find out what they're engaging with, see a list of followers, and track what updates are creating the most interest and traffic. The social media management tool Hootsuite incorporates LinkedIn analytics in its Pro version, so Bosch ST could see that data right from their Hootsuite dashboard.⁶²

Here are some tips to get started on creating your LinkedIn company page:⁶³

- **Update the Product & Services tab:** The Product & Services Tab on your company page serves as a powerful way to showcase what your business has to offer.⁶⁴ Bosch ST doesn't seem to be using this feature at the moment, since there are no products listed. Instead, there is a link that refers to the main website, of which it is known that it's difficult for visitors to find what they are looking for because of the complex menu structures.
- **Recommendations:** After you create your Products & Services page, you can begin using recommendations. This gives current customers or employees a place to recommend your products and services to others. These comments contribute to social validation about your organization when people view your page. Bosch STs company page currently has a total of 7 recommendations. Seeing the amount of members (11.500+) this number should be able to get much higher.
- **Videos:** You can now post videos directly to LinkedIn on your Products and Services page. Place them next to product descriptions to get the most value and visibility.

Benefits of building a LinkedIn group

A company can create their own group and join one as well. The groups feature is a great way to demonstrate thought leadership around a specific area – and gaining insights about what's on the mind of your target audience simply by listening, or asking direct questions. Maintaining a LinkedIn group can be seen as a forum where it is important to keep it “alive” by encouraging people to have discussions and share their opinions about any professional topic that's on their mind. The best way to make this happen is to assign someone to monitor the group. This person should post responses and keep the conversations going. Especially at the beginning, since the majority of the group members will mostly likely be “spectators”. This group can be open, allowing everyone to join, but can be closed as well. The benefits of a closed group is that the moderator is able to check whether this person has something to add to the group, by checking his job

⁶² <http://www.bizzuka.com/company-blog/five-ways-b2b-companies-can-use-linkedin-for-marketing> (retrieved May 22, 2013)

⁶³ Marketo. (2012). *The Definitive Guide to Social Marketing*.

⁶⁴ <http://learn.linkedin.com/downloads/LinkedIn-Products-and-Services-Guide-01-2012.pdf> (retrieved May 28, 2013)

description. And it allows a company to keep competitors out of the group as well, in case that is desired.

Start with listening

Bosch ST doesn't have much experience with using LinkedIn for business purposes. Most of the updates are updates that are also being shared on Twitter and Facebook. One of the best ways to get started and getting familiar with the social media channel and its opportunities is to start with listening. Besides, considering the amount of industry groups, LinkedIn is also a great tool to find out how valuable listening and monitoring can be for a company. There are groups for almost any professional discipline you can imagine, and discussions are focused and active, allowing a better understanding of what is on the mind of Bosch STs target audience.

During the internship, I joined several groups that are related to the security industry, to see what Bosch STs audience is talking about. Several examples of groups: "Access Control" 2.360 members - "CCTV, IP Video Surveillance, Access Control, Building Automation" 4.514 members - "CCTV Installers" 3.559 members - "CCTV Video Surveillance, IP Technology & Solutions" 25.910 members and many, *many* more. These groups can be found by searching in the "Groups" section by using keywords that are related to the security industry. Topics vary a lot: people directly asking for security solutions and recommendations, discussions about specific topics (product / software / industry related), people talking about specific problems and challenges they are facing and polls. In other words: a lot of insights and information that a company can use which benefits their business. From generating leads to product development / improvement. One of the (many) examples:



By joining the most important groups, it is able to receive daily or weekly updates about what is happening in the group because it summarized the titles of this week's newest discussions, making it easier to scan which discussion can be valuable for Bosch ST and knowing which insights and facts should be reported to whom. For example, certain insights should be reported to product development, some to marketing communications and leads should be reported back to the sales team.

Philips Healthcare and LinkedIn Groups

Clive Roach – the social media strategist at Philips Healthcare – was the first employee who was hired to create a "social groundswell" within the organization and allowing

Philips to improve their business by using social media. He was responsible for the fact that managers started to talk social media, and directors and CEO's as well. During the B2B event at Nyenrode Business School he shared his vision about using LinkedIn for business. According to him it takes time and effort to find out about how the groups should be nurtured, but by experimenting and being active on this social media channel they have found out what drives engagement. You can't expect to understand how things work within a couple of days and expecting to be familiar with all of the opportunities of this social media channel. Philips Healthcare has an open group in health care, but they also have closed groups where professionals such as cardiologists, oncologists, and radiologists can talk amongst professionals. This online community was responsible for creating offline relationships as well, once professionals found out they were attending the same event. They met each other offline as community members and turned them into offline relationships, renewing those and starting new ones as well. Philips Healthcare also used one of their groups for co-creation: members of the group were asked to share their opinion for a new product that was going to be launched and they talked about their experiences which resulted in a better product. According to Clive, Philips Healthcare also gets leads because professionals are in these professional communities and they like to talk to the employees of companies who are using these environments as well.

Together with the LinkedIn Research Department in San Francisco, Philips Healthcare conducted a research. The LinkedIn Research Network team randomly selected a group of members to participate in this study who are members from Philips' Healthcare group and non-members. The results, and the benefits of creating and maintaining an engaging group on LinkedIn, are pretty amazing. Group Members had a higher top of mind awareness for the Philips brand, see Philips as an "authoritative voice" and consider purchasing Philips products the next time. The higher rates can be explained by keeping their audience online engaged with their brand, without necessarily pushing Philips related news, but by bringing people together and provide content that the audience wants to talk about.⁶⁵

LinkedIn Survey of the Philips Healthcare LinkedIn group - "Innovations in Health" – September 2011

Metric	Non-Members	Group Members	Percentage Point Difference
Top of mind awareness for Philips	22%	50%	+28 pts*
Usage of Philips medical equip & products	49%	58%	+9 pts*
NPS for Philips	-1	9	+10 pts
Purchase consideration	54%	61%	+7 pts**
Philips as "authoritative voice" (rated 5 on 5 pt scale)	28%	35%	+7 pts^

⁶⁵ www.slideshare.net/cliveroach/b2b-really-goes-social-philips-healthcare-clive-roach-dec-13th-2012 (retrieved May 2, 2013)

10.4 LINKEDIN SMART OBJECTIVES

LinkedIn is great for B2B marketing because here a company is able to generate leads and collect insights that are valuable to different departments. It's a shame that Bosch ST is neglecting their channels. Both the company page:

http://www.linkedin.com/company/bosch-security-systems?trk=top_nav_home as well as well as the Bosch STs group page:

http://www.linkedin.com/groups?gid=1913641&trk=myg_ugrp_ovr Therefore, the first SMART objectives are aimed at getting more familiar with LinkedIn: understanding how it (really!) works, where to look, and what to look for. Becoming familiar with something new, usually starts with observing and listening which is what will define the first objectives.

Objective 1: Join at least 10 security industry related groups in July 2013

Groups can be joined by clicking on the Group section on LinkedIn and then search for keywords that are being used in the security industry, such as Access Control, IP Security, CCTV etc. Once you have joined, make sure to check the following: 1) it must be an active group. There should be a couple of new posts per week. 2) Check the types of messages that are being posted. A group that's being "spammed" with sales messages is useless. 3) Check the amount of members. It's okay to join groups that have a couple of hundreds of members if many of them are actively participating, but make sure to join some that have a couple of thousands members as well.

Here are a couple of suggestions. Some of these groups are for everyone to join (open), some require an approval for joining (closed):

- [CCTV Video Surveillance, IP Technology & Solutions](#)
- [CCTV-Security Experts](#)
- [Security Industry Group](#)
- [CCTV Installers](#)

Objective 2: Observe and listen to what people are talking about every week

Once you have joined the 10 groups, make sure to subscribe to receiving weekly / daily e-mails, where titles of discussions are summarized. This provides a way to quickly scan for interesting discussions.

Objective 3: Scan manually for leads and valuable insights and share these every 2 weeks

Objective 2 isn't enough. Groups need to be scanned manually too, because not every new discussion will be mentioned in the weekly e-mails. Try understanding the value of LinkedIn by collecting the following insights every 2 weeks:

- *2 insights that that are valuable to the Product Development Department*
Example (see attachment 9): With 21 honest and detailed comments, the opportunity for Bosch ST is to find out what is on the mind of their target audience. In the past, companies have listened to their prospects and customers in offline focus groups. Why not listen to them online and share the insights with other Departments?

- *2 insights that are valuable to the Marketing Communications Department / Bosch STs social media team.*

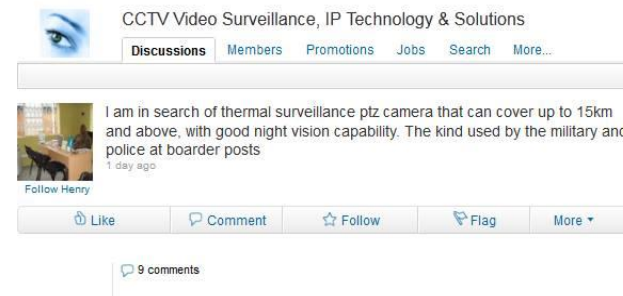
Example: In the image of attachment 10, someone asks about Video Management Software comparison tables. The first person to respond says he is happy to share the details. The other comments (meanwhile there are 76 of them!) are from people who are asking Paul Harrison to share the information with them as well. Posts like these give Bosch ST an indication of what their target audience is looking for. Knowing what your audience needs and wants gives inspiration and ideas for new content that Bosch ST can share on their social media channels to improve their image of being the thought-leader in the security industry.

Bosch ST might say: *this type of content would be much too aggressive. We don't like to compare ourselves by showing the names of competitors.*

Bosch ST doesn't necessarily have to share comparison tables, but understanding what type of information and data these professionals would like to see, makes it easier to deliver brand related information their targets are looking for (content marketing). Example of a comment:

*"What this points to is a lack of information in a concise format. In the early days of DVR's I remember Vlado Damjanovski trying to create a large spread sheet of all the new manufacturers and what a difficult target it was. With different compressions, system architecture and operating systems I take my hat off to the person who can compare. I would like to remind everyone that a comparison spread sheet can only tell you so much. One area that I always find important is **the licensing model and the support in your region. I have seen a number of excellent systems but with little or no support how can you service the customer.** Most NVR/VMS systems will record video but ask the other questions before deciding. Finally look for existing sites, good and bad. I have heard a lot of bad things about products only to find it was installed in the wrong application or the SI was not trained therefore blamed the equipment."* – Paul Dingemans comment on LinkedIn

- *2 leads that are valuable to the Sales and/or Product Marketing Department*
Example:



Extra remark for objective 3: the amount of insights and leads can be higher. But this should be the minimum amount which is realistic, considering the amount of time employees have to gather and share such information.

Objective 4: Make sure to share the posts from Facebook on LinkedIn as well (company page, not the group)

Bosch ST is using Facebook as their main channel. While the LinkedIn company page has about 8 times more followers, the followers on LinkedIn are missing a lot of content that's being posted on Facebook. Keep in mind that it's appropriate to refer followers to other social media channels, like Philips Healthcare did on their company page: *You can always connect/keep up with Philips Healthcare on our social channels, like this one- more here:* <http://ow.ly/15T7k> (the link refers to the Philips Healthcare web page where all other social media channels links are listed)

Objective 5: Keep content separated from the Bosch ST company and group page

Make sure to keep company news on the company page. Groups are about creating discussions and most of the discussions on groups are technology and product related, not brand related. Only add company related news if you really think it's valuable for sharing and if you think people will interact with the post (comments, likes) and make sure to use industry related #hashtags too, just as on Twitter. A group on LinkedIn is like an online space that's being facilitated by a company that brings people together with identical interests, whereas a company page is mostly being used for sharing company related news.

Objective 6: Join a company group

Understanding what success looks like can be really hard. Seeing other good examples allow to increase the understanding of this. Therefore this objective is about joining a successful LinkedIn group which is created by a company, and learn from what you see. One of the first things you will notice is that brand related posts are rare. People are posting and linking to content that is about industry related news. It's an additional method for Bosch ST to track interesting news sources. These sources can be used for Twitter or Facebook, when sharing news about the security industry. The group "Innovations in Health" from Philips Healthcare is a good example:

<http://www.linkedin.com/groups/Innovations-In-Health-2308956?home=&gid=2308956&trk=anet Ug hm?&origin=13 global en about-us linkedin>

Objective 7: Complete the "Products & Services" section on your company page in Q3 2013

Bosch ST has a lot of products. Especially a lot of categories within 1 category. This makes it difficult to have a complete product list and it's one of the reasons why the menus on the corporate website are complex. But Bosch ST could at least add the products and software that are either the most popular and/or the best ones in the industry, such as the new starlight cameras and refer them directly to the correct URL on the corporate website. This allows your company page to gain more recommendations. People can't recommend if the product isn't listed. Recommendations can be an effective way of promoting and getting promoted by the people you work with, and can build your

company's reputation. Leading companies have no doubt about the power of recommendations to drive better sales.⁶⁶

Social Media Channel 2: Facebook

10.5 FACEBOOK

In March 2013, Facebook had 1.11 billion active users of which about half of them are daily active users.⁶⁷ Even though this channel might be more known as a "consumer" channel because of the many B2C company pages, there are also opportunities for B2B companies. After all, messages are always between people, not between companies. Whenever a professional who works in the security industry logs into Facebook to check status updates from his friends, colleagues and family, he is also looking at updates on his wall that are business related. This is one of the examples which show that work and private environments are becoming less separated from each other. They might not actively be searching for business information, but whenever Bosch ST posts a message about a topic that's valuable to a system integrator, consultant or installer, even at 10:30 at night, he or she will take notice and may share it with his professional network online that same evening, or offline with his colleagues the next day at work.

Facebook page anatomy: great for visualizing, storytelling and online branding

Facebook challenges the marketer of 2013. The marketers who succeed are the ones who genuinely connect their brand to fans and advocates, who provide readers with beautiful design, use creative copywriting and valuable content. It changed the game of marketing from interrupting to engaging.⁶⁸ Facebook is perfect for *showing*, instead of *telling* because the pages are designed in a "scrapbook" style. The timeline offers more branding options than before. This allows a company to create a story around the brand by displaying key snapshots of the company, marketing focus, and highlighting the company's milestones. It has made the channel more visual and Facebook continues to promote the idea that photos create stronger connections with customers, prospects, and followers.⁶⁹ On Facebook it is not only important to provide followers with valuable content, but also to include eye catching visuals in their status updates.⁷⁰ Your Facebook posts are little touch points that can make all the difference in staying top-of-mind with your prospects. A social presence on Facebook allows Bosch ST to show their personality,

⁶⁶ <http://leadingcompany.smartcompany.com.au/managing-me/linkedin-recommendations-what-to-do-%E2%80%93-and-what-not-to-do/201208092067> (retrieved May 26, 2013)

⁶⁷ <http://expandedramblings.com/index.php/by-the-numbers-17-amazing-facebook-stats/> (retrieved May 23, 2013)

⁶⁸ <http://resnarkable.com/5-benefits-of-facebook-for-b2b-marketers/> (retrieved May 28, 2013)

⁶⁹ <http://socialmediab2b.com/category/social-networks/facebook-social-networks/> (retrieved May 25, 2013)

⁷⁰ <http://socialmediab2b.com/2012/03/b2b-facebook-timeline/> (retrieved May 25, 2013)

humanizing their business and having a little fun in the process too. Compared to LinkedIn, Facebook isn't just strictly about business meaning it doesn't always have to be that serious. People want to be entertained on Facebook, too. Marketing campaigns should be given such a personality that followers want to share it with the rest of their friends. Don't make the mistake of "selling" to them, because that's not why they are on Facebook.⁷¹

Three reasons why Bosch ST should keep using Facebook (for now):

1. **Search** – Search is an important reason to have a presence on Facebook. Company Pages are there for everyone to see and accessible by search engines, even if one doesn't have a Facebook account. This means, whenever a prospect is searching, for example for their products, the Facebook page has a chance to show up in the search results. Custom URLs, page names and information in the "About" section should all be considered as a part of SEO on Facebook.⁷² Social recommendations are becoming an important part in search algorithms. Therefore, links among online domains, in both directions, help Google understand the reach and influence of your business. To improve Bosch STs presence in search results, it is important that they include links to their Facebook page on their company website and links to their company website on their Facebook page.
2. **Reach** – Reach is defined by Facebook as: the number of unique people who have seen a post. The higher the reach, the better it is for the company's brand awareness. Since the average person has about 141 Facebook friends, Bosch ST has the opportunity that their content is being shared and seen by someone they didn't even realize they were targeting.⁷³ One of the features on Facebook that contributes to this is the "ticker", which displays a live stream of friends' activities and lets users "Like" a page without leaving their own newsfeed. In other words, Facebook users can easily see when their friends are interacting with or commenting about your brand and they can do the same, allowing Bosch ST to capture the eye of a potential customer and get them on their page.
3. **Content** – Facebook is great for brand awareness and allowing a company to visualize their brand, products, services and story by being able to include photos and videos in status updates. Fans can be kept up to date with news, information, company events and other happenings. It's also a great channel to build thought leadership. By posting relevant content related to your industry, a company is educating their fans as well as earning their trust as a go-to source.⁷⁴ And, since Facebook is more informal than other social networks like LinkedIn, Bosch ST can

increase its transparency with prospects and show off its "human side" and personality.⁷⁵

However, the challenge for many B2B companies is not to use Facebook as a channel for sharing sales messages. It's about sharing valuable content, not sales pitches. According to Bryan Person, social media evangelist at LiveWorld:

"B2B companies are often guilty of posting always and only about themselves on Facebook: The awards they've won, the articles they've published and the latest and greatest information about their latest and greatest product release. The Page becomes little more than a glorified version of the company's corporate website." Authors of "The B2B Social Media Book" respond to this by saying: this approach may be helpful for the prospect who's researching the company for the first time, but it won't generate enough likes and comments to regularly surface the content in the News Feed and help nudge fans through the buying cycle."

What a company achieves with great content is that Bosch STs updates are shown in the fan's News Feed and increase the visibility of this amongst their friends too. In other words: great content is the key to success on Facebook because it increases the reach of posts. This has to do with an algorithm called "EdgeRank": it determines what content appears in the stream of follower's and their friends. If Bosch ST understands how EdgeRank works, they are better able to influence the reach of each post and increase their brand awareness.

Edgerank explained and how to increase the score with the right content

Most people who read and interact with Bosch STs content do so in their own News Feed. However, it would be false to think all of their fans are seeing their updates. The way Facebook determines what shows up in a fan's News Feed is based on the EdgeRank algorithm. Every update, photo and video is called an object. Once a fan interacts with the object, it gets an edge. The algorithm, which determines the rank of the edge is determined by three factors that have been made public: affinity, weight, and time.⁷⁶ **The higher the Edgerank score, the more fans will see content that Bosch ST shares.**

1. **Affinity** – Affinity is how an individual fan relates to your company's page or interacts with your content by liking, commenting, or clicking. Comments rank higher than likes, because it is a sign of greater engagement. Even though fans tend to "Like" a post more often than commenting on it or sharing it with their friends, it's important for Bosch ST to focus on publishing content that fans will interact with by commenting on it so that they see more of the company's content in the future. According to Marketo: Visual Content is critical to sharing and maintaining EdgeRank.

⁷¹ http://allfacebook.com/marketos-jason-miller-on-facebook-for-b2b-why-so-serious_b117197 (retrieved May 26, 2013)

⁷² Bodnar, K. & Cohen, J. (2012). *The B2B Social Media Book*. USA: John Wiley & Sons

⁷³ Bodnar, K. & Cohen, J. (2012). *The B2B Social Media Book*. USA: John Wiley & Sons

⁷⁴ <http://www.circlesstudio.com/blog/using-facebook-for-b2b-marketing/> (retrieved May 22, 2013)

⁷⁵ <http://www.circlesstudio.com/blog/using-facebook-for-b2b-marketing/> (retrieved May 22, 2013)

⁷⁶ Bodnar, K. & Cohen, J. (2012). *The B2B Social Media Book*. USA: John Wiley & Sons, Inc.

On Facebook, people love sharing visual content, so you want to make sure that you are leveraging something that is visually stimulating.⁷⁷

2. **Weight** – Weight is determined by the type of content posted on Bosch STs page. Photos and videos have more weight, followed by links, which are followed by status updates and likes. More engaging content is more likely to show up in the News Feed. That's why it pays off to include photos, links or videos in status updates as many times as possible, which Bosch ST is actively doing if you look at their Facebook page. It helps to add a column in the editorial calendar named "Visuals" to make sure Bosch ST doesn't post text-only updates. Text-only updates are more suitable for a social media channel such as Twitter.
3. **Time** – Time is also a factor in determining the EdgeRank of an object. Older content is less likely to show up in a fan's News Feed. You need to publish content at least once per day on your Facebook Page to make sure your fans will see an updates stream of content.

To show up in as many users' top newsfeeds as possible, the content must be fresh, engaging, current and compelling. Then it becomes a cycle; you post content that gets "Likes" and comments, and your future content appears in the newsfeeds of those that "Liked" and commented on earlier content.⁷⁸ In other words, *affinity* and *weight* can be influenced by posting the right content. The question that the employees who are responsible for posting status updates on Facebook need to ask themselves is: What is "right" content?

In May 2013, Bosch STs Facebook page exists 2 years and in the meantime many posts have been shared. This allows Facebook admins to analyze posts in 4 different categories: "Reach", "Engaged users", "Talking About this" and "Virality". Usually the post that scores well on one of the measures, also takes out top prize for the others. Keeping track of successful post and trying to define *why* this post has been successful allows the social media team to gain a better understanding of what is defined as successful and using this knowledge for their future posts. This makes it able to see what types of updates are the ones Bosch ST should focus on, in order to boost their EdgeRank. This is one of the methods that will be used in defining Bosch STs content strategy which can be read in chapter 11.

If Bosch ST wants to get more serious with EdgeRank by using professional software, they might want to consider using <https://www.edgerankchecker.com> It allows Page Admins to have a better and more detailed understanding of how their company page interacts with News Feeds.

Promoted posts and ads on Facebook

⁷⁷ http://www.marketo.com/_assets/uploads/DG2SM-Facebook-Cheat-Sheet.pdf (retrieved April 12, 2013)

⁷⁸ http://www.marketo.com/_assets/uploads/DG2SM-Facebook-Cheat-Sheet.pdf (retrieved April 12, 2013)

Currently (June 2013), Bosch STs Facebook page has about 1500 fans. This amount can be much higher. If we have a look at 2 competitors: Axis Communications has 8.000+ fans and Honeywell over 17.000. In order to create more awareness about Bosch ST presence on social media amongst their target audience they need to start focusing on increasing their fan base. Having more fans doesn't just increase brand awareness, it also increases the amount of interactions which improves the EdgeRank, as explained before. One of the ways to do this on Facebook is to start using promoted posts and Facebook ads. Bosch ST hasn't used this option yet and could try it as an experiment to find out what this does to their fan base and which method works best for them. Bosch ST can promote any post that they share from their News Feed. These posts show up in the newsfeed of all fans and are visible to their friends as well. It becomes a sponsored story that is seen by more people than a regular post. When choosing to promote a post, Bosch ST needs to be sure to choose one that is successful. Successful can be defined as: a post with a high score in the 4 categories which can be seen by a Facebook admin: "Reach", "Virality", "Talking about this" and "Engaged Users". Attachment 11 shows an example of a promoted post, which appears as a "Suggested Post" in the news feed of Facebook users, giving them the option to "Like" Bosch ST, without the need to visit the company page. Facebook ads appear on the right side of the News Feed from a person's profile page. They are small and have only little space for text available. That's why it is important to create an ad with an eye catching picture and compelling language that your target audience can relate to. After all, you're competing for attention in a noisy environment. Attachment 12 shows an example of a Facebook ad.

Creating custom apps to provide additional value

Facebook offers a lot of flexibility and options for companies that want to expand their business pages. One option is to create custom apps with your own content such as product or company information.⁷⁹ 4 of these apps are automatically visible when visiting the company page. At Bosch STs page these are apps referring to: Photos, Twitter, YouTube and a survey.



According to the Marketing Plan: customer orientation and customer satisfaction are two important factors at Bosch ST. If Bosch ST wants to become more customer oriented on social media, they could adjust one of these 4 apps to: "Questions" or "Support". They are currently receiving about 0-3 questions a week and with a growing fan base, it is most likely that Bosch ST will also start receiving more questions on a regular basis in the future. These days, it is not new for customers to use these channels as a way to get an answer to their question. Therefore, it would be user friendly to let their audience know

⁷⁹ <http://www.circlesstudio.com/blog/using-facebook-for-b2b-marketing/> (retrieved May 22, 2013)

where they can ask these questions, by letting them know the possibilities. For example, Bosch ST could refer them to their Twitter account where they can ask their question, a standard e-mail address that's being used for incoming questions, or right here on their Facebook channel. Competitor Honeywell (attachment 13) refers to a phone number which allows them to contact a support team, while Axis Communications allows the user to fill in their question including contact information so the person can be contacted by an Axis representative shortly (attachment 14). Both competitors have an app that's placed in the first four apps so this one is visible when visiting the company's Facebook page. Axis' method seems like the most user friendly one: they are giving the person an opportunity to ask the question on the channel that their followers are using, instead of referring him to another channel.

Bosch STs two Facebook pages

Bosch ST currently has two Facebook pages. At the beginning of my internship, I couldn't tell what the difference was between these 2 channels and why I would follow both of them. Content-wise, there wasn't much difference noticeable either. The advice is to remove the second page that is being used as the secondary channel. Whenever someone wants to follow the Bosch ST brand, it shouldn't be made confusing for him to decide which channel he should follow. It would make sense if this channel was written in another language, but it isn't. Until January / February there was some more internal news, but slowly more posts were being shared from the primary Facebook channel. If Bosch ST wants to have a separate channel for internal news, that's fine, but make sure to add this to the description, or even in the title of the page, so people will know which channel to follow and be consistent in the messages you share. Make sure to share only organizational messages, for example about achievements of employees, if that's the goal of using the second channel.

Facebook language feature: designed for global brands

According to Lewis PR's whitepaper⁸⁰ (page 10-11), there are several countries that appreciate reading content that's written in their own language. These countries are: Spain, Italy, France, Germany and Poland. To increase getting more fans from these countries, Bosch ST might want to consider providing their content in the native language of these countries. While Twitter doesn't offer different language settings for one Twitter account, Facebook does.

Facebook has launched a new structure for global brands, using a new feature called Facebook Global Pages. This new feature allows for one global Facebook page to track insights and metrics across all of its pages. And thereby, have the opportunity to understand fan behavior in one single place and for each page. It offers users a better localized experience, while letting the brand maintain its global presence. Users will automatically be redirected to the most relevant brand page, based on their geographic

⁸⁰http://publish.lewispr.com/whitepapers/globalsocialchallenge/LEWIS_whitepaperEN.pdf (retrieved May 3, 2013)

location, and brands will be able to link to the main global page with a single vanity URL.⁸¹ More practical details about the effects and how it works can be read in the SlideShare presentation, linked below in the footnote.

10.6 FACEBOOK SMART OBJECTIVES

As you will also read in the chapter about Bosch STs content strategy (chapter 11), one of the biggest challenges for Bosch STs social media channels is to make it less about "me". This challenge has been acknowledged by them as well, as mentioned in paragraph 4.1. Therefore, the first objectives will be aimed at improving the diversity of content posted on Facebook, which is based on the preferences of Bosch STs target audience. Many of these preferences can be read in chapter 8: description of Bosch STs target audience and in chapter 11: defining Bosch STs content strategy.

Objective 1: Share updates related to the security industry

The majority of your target audience is mostly interested in reading industry related content (company related content comes in third place). Therefore it's important to pay more attention of gathering valuable news and information sources that can be consulted and referred to on a weekly basis. Ideally, Bosch STs should post industry related news at least once a week which can be achieved seeing the amount of blogs, websites and web magazines that report daily news from this industry. Third party content is allowed, as long as you mention the original source.

Objective 2: Find and save information sources, providing you with the newest security news

In order to provide your audience of the latest security industry news (objective 1), Bosch ST must find these trusted sources first so they know which websites to scan weekly for interesting industry news. It's also appropriate to ask your followers what websites they are reading about industry news, so you get an idea of the sources that they consider to be valuable. Facebook is a social channel after all where people from the company and their audience are able to have conversations with each other. There is no need to keep a formal distance which is why a direct question isn't considered to be strange.

Objective 3: Share more customer stories

As read in chapter 7, "Evidence of customer satisfaction" is a very important factor of choosing a preferred supplier. Customer stories are great to increase the amount of evidence. Axis Communications is posting these almost on a weekly basis, as you can see in attachment 15 (content comparison between Bosch ST and Axis). The value and the reason of sharing customer stories can be read in: of customer stories can be read in chapter 11.3: Advices for content improvement.

⁸¹<http://www.slideshare.net/socialgilvy/facebook-global-pages-for-brands> (retrieved May 26, 2013)

Objective 4: Share more “solution based content”

Content that is considered to be valuable by your target audience is content that provides a solution to a problem or a challenge. By increasing the amount of this content, you will make your Facebook channel more interesting to your audience and give more people a reason to follow the Bosch ST brand online. That’s why it is important to increase the amount of solution based content, such as “how-to” videos / guides or by explaining why a product / software solves a particular problem.

Objective 5: Share more technical product information

As seen at the results of chapter 8, Bosch STs target audience is also very interested in reading product information. What does this mean? Whenever Bosch ST posts a message, for example about receiving an award for a product, make sure to include an URL that refers to technical specifications. Or if these haven’t been released, be honest and share this information too. Bosch ST has already received these questions on the Facebook channel. They could have avoided it by giving this information straight away. In other words: whenever you are talking about a specific product, always include a link that brings the reader to a place with more technological information about the product.

Objective 6: Add more topics in your editorial calendar for Facebook

Bosch STs social media calendar is mostly in line with the marketing campaigns. This is fine, of course, but in order to provide your audience with more diverse content make sure to schedule the content that was mentioned in objective 1-5 as well. Seeing the amount of topics, these are able to function as a good direction for Bosch STs weekly content on Facebook:

Example:

Monday: Customer story

Tuesday: News related to Bosch ST

Wednesday: News related to the security industry

Thursday: Product information

Friday: Solution based content / entertaining

Objective 7: Make sure to post some entertaining content, too

Entertaining content is great for Facebook. People are not using this channel strictly for business (compared to LinkedIn) because while they check their page, they also get to see the posts of the friends and family. People want to be entertained on Facebook too. Try posting remarkable security news or share a fun video and see how people will react. This is perfect for a Monday or a Friday afternoon by the way. Many company pages use that time of the week to share updates that are a little less serious. Here is an example of Axis that shared Coca-Cola’s video, which was about the happy moments that surveillance cameras register:



Creating contagious content on Facebook, according to Marketo

Marketo, one of the leading agencies specialized in B2B communications and marketing automation software has published an eBook⁸² where they define “Contagious Content”: *what people share and why they share it*. The information they share comes out of having paid long-term attention to hundreds of Facebook pages. In partnership with AgoraPulse, they looked at in-depth data for 67 Facebook pages and looked at up to 50 posts per page. A total of: 2,953 posts and a total of 31,423 data points. According to this research, highly shareable posts do at least one of the following:

1. **GIVE:** Offers, discounts, deals or contests that everyone can benefit from, not just one sub-group of your friends
2. **ADVISE:** Tips, especially about problems that everyone encounters; for example, how to get a job or how to beat the flu
3. **WARN:** Warnings about dangers that could affect anyone
4. **AMUSE:** Funny pictures and quotes, as long as they’re not offensive to any group- sometimes the humor isn’t quite as strong or edgy- it has to appeal to a general audience
5. **INSPIRE:** Inspirational quotes
6. **AMAZE:** Amazing pictures or facts

Bosch ST is able to deliver all of these highly shareable posts:

- **Give**, by sharing offers on social media (in case this is allowed)
- **Advise**, by sharing solution based content
- **Warn**, for possible developments in the security industry
- **Amuse**, by sharing entertaining content
- **Inspire**, by sharing customer stories, quotes from Robert Bosch or an executive at Bosch ST (or anyone else who had/has a great influence in the security industry)
- **Amaze**, for example by sharing positive test results of a Bosch ST camera in extreme conditions, or awards you have won.

⁸² http://www.marketo.com/_assets/uploads/Contagious-Content.pdf (retrieved May 14, 2013)

Objective 8: At the end of 2013, make sure to check if you have improved

Improvement can be measured by checking the following statistics:

- A higher amount of fans
- A higher amount of weekly comments on posts
- A higher amount of weekly posts that your fans shared
- A higher amount of people who weekly like your post

APROX. WEEKLY STATISTICS	AXIS	BOSCH
Posts	5	2-3
Posts shared by fans	22	10
Total Comments	22	2
Total posts liked	160	50

The table above shows the current status (May 2013) and a comparison with Axis Communications, their competitor (attachment 15). If Bosch ST wants to see if they have improved, they can use these metrics to see whether the weekly amounts of comments, likes and shares have increased. In case they have, it's an indication that they have also improved their content by making it more interesting and valuable to their target audience. After all, great content is content that attracts more fans, and generates more likes, comments and shares.

More fans are also an indication of measuring success. Based on the fan rate of Bosch ST (attachment 15), Bosch ST should have at least a total of 2100 fans by the end of 2013. Promoting the Facebook channel on offline events and in promotional material can help increasing this number.

Objective 9: report and share statistics with others on a monthly basis

Don't forget to keep reporting successful results. Find out what sorts of metrics people in the management and executives find valuable and share these metrics with them every 4 weeks. This is one of the methods that can be used to make decision makers in the company start talking more about social media to receive more acceptance and support for social media marketing.

Social Media Channel 3: Twitter

10.7 TWITTER

Just as with Facebook, Twitter shouldn't be used to only promote the Bosch ST brand. Sure, a mention about a new product or company awards are part of Bosch STs Twitter content, but never contributing to the conversations taking place, never offering something personal or fun makes Bosch ST miss the prime opportunity unique to Twitter. Twitter is about building relationships; it is about reciprocity. Don't be a broken record

repeatedly rattling off the company's tagline. It's in your best interests to pay attention to what your customers' and prospective customers are tweeting about and to respond accordingly whenever possible and appropriate.⁸³

The 4-1-1 rule: a method to balance your content on Twitter

The 4-1-1 rule for Twitter was popularized by Tippingpoint Labs and Joe Pulizzi, founder of Junta42 and the Content Marketing Institute. For every one self-serving tweet, you should re-tweet one relevant tweet and most importantly share four pieces of relevant content written by others. What's great about this approach is that it lets you engage in the conversation, build awareness, and keep in touch with your followers without coming across as pushy or too "me" focused.⁸⁴

Five reasons why Bosch ST should maintain using Twitter and in what way:

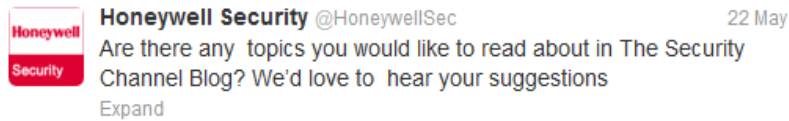
1. **SEO** – if your Twitter account is your company name, every tweet and @reply provides a link to that name. Twitter is a source of frequently updated and relevant content that is used by search engines in their search results for a keyword. Just as websites are being optimized with keywords that a company wants to rank for, your Twitter account also needs to be optimized this way to add context around your tweets. Also add these keywords and phrases to your Twitter bio. Axis Communications is one of the competitors that is mostly being associated with IP technology, while Bosch ST wants to become the global leader of IP based security. Therefore it is advised to use more IP related keywords in their Tweets as well as in their Twitter Bio. A clever choice from Axis Communications was to add they keyword IP in their Twitter name for better search results: @AxisIPVideo and not @AxisCommunications.
2. **Research tool** – Many B2B companies are struggling with Twitter because they don't exactly know what to do here and end up using it the same way as they are using Facebook: mostly sharing company related news, only in a smaller amount of words. One way to use Twitter differently from Facebook, is to start spending a couple of minutes per week to search for industry-related terms. Compared to Facebook, it is much easier on Twitter to search for these terms that people are using in their Tweets because most of the accounts are accessible and for everyone to see. Searching for industry-related terms can even be done on a daily basis, since there are so many messages being tweeted every minute (about 180.000!⁸⁵). One of the reasons to do this is to show colleagues and executives that people are talking about your industry/products/brand online and what these conversations are about. Companies can conduct two kinds of research on Twitter. The first is passive, where

⁸³ <http://blog.marketo.com/blog/2012/12/optimizing-twitter-for-lead-generation.html> (retrieved May 26, 2013)

⁸⁴ <http://blog.marketo.com/blog/2012/07/the-4-1-1-rule-for-lead-nurturing.html> (retrieved May 21, 2013)

⁸⁵ <http://www.quora.com/Twitter-1/On-Twitter-how-many-tweets-are-there-per-second-on-average> (retrieved May 21, 2013)

they search, listen and monitor for relevant information that can help their business. This can be done manually by using Twitter's search option, or automated by using software such as HootSuite. The second is active, where they can ask specific questions to a Twitter audience and record the answers. Example:



3. **Word of mouth and pass along** – Twitter excels in sharing links, short updates while keeping it simple. Companies have proved that word of mouth spreads across Twitter and off the platform. The pass along value of information is high on the network, but it also bleeds out into the real world with results.⁸⁶
4. **PR gravity** – People and companies on Twitter that engage in smart conversations, share quality content, and demonstrate a knowledge and value to their industry can easily be contacted by journalists looking for credible sources. Publishers of industry newsletters always need content, and if you have been providing solutions to business problems, you have positioned yourself to be contacted. Sharing links in a simple is great for journalists – many of them are using Twitter to do better research for work because it is a way for them to get the latest stories and to get inspired.
5. **Finding out who your online influencers are** – By searching for other Twitter accounts to follow, Bosch ST will be able to identify accounts that are interesting to their company as well as their Twitter followers by re-tweeting their interesting content. Twitter provides easy search functionality so that you can find people that are talking about your industry/products/brand and start following them. There are also websites that allow you to do search for experts in the field who are tweeting, such as: Wefollow.com or Twibes.com.

Following others on Twitter

Following a person or a company can be done in a couple of clicks. But why would Bosch ST do that? What are the actual benefits?

- Bosch ST lets people know that they are on Twitter because the one that's being followed will receive a notification about their new followers. It's a method to encourage others to follow you back.
- By following others, Bosch ST associates themselves with a specific group of industry experts and thought leaders, and is able to demonstrate their interest in the space.

- If possible, try to make sure to follow back relevant people and companies that are following you. You don't want to upset prospects, customers or partners by not following them!⁸⁷

The number of people to follow may however turn into a big number, making a company losing the overview of who they are following and why. There is a solution for this on Twitter by creating "lists", which Bosch ST hasn't been effectively using yet. By creating a list it is easy to segment the people you are following. As an example you can create a list for hot prospects, customers, and one for competitors. Use Twitter lists to segment users by interest or group together brand advocates and your favorite twitter users. Keep in mind that when you add a user to a public list they are notified and the list is open and searchable to all users. A private list might be more appropriate, since people won't receive a notification and they don't need to know to which group you have assigned them, such as your competitors. Private lists are only visible to the admins who can use Bosch STs Twitter page.⁸⁸

Anatomy of a Tweet: hashtags

There is no value for Bosch ST to explain that Tweets can consist of 140 characters, how to retweet, how mentions work, and how to shorten URLs because they are already familiar with these features. However, I do want to explain a little more about the use and value of hashtags, as I've noticed that there were some misunderstandings about using a hashtag while promoting Bosch STs presence at the Prolight & Sound trade fair. If Bosch ST wants to create a unique hashtag, for example #BoschPLS (Prolight & Sound), there is no point in using this while no one else knows this exists, except for the social media team. No one will follow conversations with this hashtag, simply because people don't know about its existence. Unless Bosch ST would have actively promoted this hashtag, for example in the company's online and offline promotion material or on their website to create more awareness and stimulate people to use it, it might have worked. But otherwise, if people are not familiar with it, they won't use it, making it a useless hashtag because it doesn't achieve its goal, which is: connecting conversations around a topic or event, or even to highlight a company or industry.

One can imagine that whenever people who work in an industry, they are looking for topics that are related to that industry. Bosch ST should find out what the popular hashtags are that are being used in the industry so they can include these in their tweets. With these hashtags Bosch STs messages will appear in the search results of people who are following that hashtag. This can be done by using the "Discovery" function on Twitter and randomly try words that are related to the security industry, such as #surveillance #ip or #ipcamera. Based on the amount of results one can decide whether the hashtag is worth using, because you get to see whether it's being used by a large amount of people

⁸⁶ Bodnar, K. & Cohen, J. (2012). *The B2B Social Media Book*. USA: John Wiley & Sons, Inc.

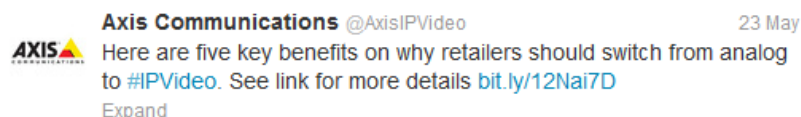
⁸⁷ www.marketo.com/_assets/uploads/DG2SM-Twitter-Cheatsheet.pdf (retrieved April 23, 2013)

⁸⁸ www.marketo.com/_assets/uploads/DG2SM-Twitter-Cheatsheet.pdf (retrieved April 23, 2013)

or not. And while searching for one hashtag one might get inspired for trying out other hashtags, since people are usually using multiple hashtags in their messages. Example:



Another method is to check the Twitter page of a competitor and see the hashtags that they are using in their tweets:



Using Twitter for customer support

Twitter is one of the most used social media channels by customers for asking questions. It isn't rare to find a Twitter account from a company that has been specifically created for answering incoming questions and requests. In attachment 16, you can see that HP is one of these companies that is using it well. They use this channel to answer incoming questions as well as sharing updates and links that solve a problem their target audience might be experiencing (next to the other, more traditional, support channels that they have).

The benefit of this is that a company is able to create a dedicated channel for incoming questions. It isn't spread too much on different social media channels any longer. HP also shows the faces of the employees who are in their support team. Letting their followers know who they are and what they do at work allows them to see that they are being helped by the product / software professionals: people that understand the technology. Dell is another example that introduced their software expert by a post on their company page (attachment 17).⁸⁹

Another benefit of having a Twitter account for support is that problems are resolved publicly, which helps improving your reputation in customer support and customer satisfaction. Compared to Facebook, posts from users are hidden from the official company page. Because most of the Twitter accounts are public, Bosch ST could even use their search methods to keep scanning for questions that are related to the security industry / technology. It's never a bad thing to answer someone's question, while he didn't directly tweeted it to @BoschSecurityEU. In fact, competitors might already be using monitoring tools that search for such questions in order to improve customer satisfaction and presenting themselves as the "go-to" source for information.

⁸⁹ <http://en.community.dell.com/techcenter/b/techcenter/archive/2012/02/01/social-media-in-emea-now-we-ve-got-momentum.aspx> (retrieved May 23, 2013)

@BoschST_Support?

The question is: should Bosch ST have such a channel? At the moment, it doesn't seem to be necessary. Most of the questions seem to be coming in on Facebook at an amount of 0 – 3 questions a week. The amount of incoming questions shouldn't stop Bosch ST from trying this new way of helping customers / prospects, but what does is the speed that questions are being answered. Sometimes it takes up to 48 hours on Facebook to reply with an answer, because information is needed from people who are working in other departments, such as Product Marketing or Product Development. 48+ hours is "not done" in the world of Twitter. As soon as Bosch ST is able to deliver answers the same day they are ready to use Twitter as an additional channel for customer service. For example when more people from other departments understand how important it is to reply with "internet speed" and are willing to be more directly involved in answering incoming questions and requests on social media.

Considering the benefits of having such a Twitter channel that were mentioned before, it would be an interesting experiment for Bosch ST once they are ready for it. An experiment would allow them to see if this new way of customer support is being used and if it's appreciated by prospects and customers. Bosch ST's competitors don't seem to have a specific support channel on Twitter, allowing Bosch ST to differentiate from others, by being (one of) the first in the security industry.

Show the people who are maintaining the social media pages

Statement from the survey: *A company seems more approachable to me if the team is visible who maintains the social media pages.* – Over 55% agrees with this statement. 18% disagrees and 27% isn't sure or doesn't have an opinion about this. Based on this result, Bosch ST might consider revealing the social media team on Twitter, as well as on Facebook, in order to show the "human side" of the company. Bosch ST could start with Twitter, since that's the channel where you're having more direct conversations with individuals, compared to Facebook or LinkedIn. It allows the conversations to become more personal and being closer to their customer, once people have a feeling they are communicating with another human being, instead of with a company. Axis Communications has revealed their employees on Twitter, most likely for the same reason:



10.8 TWITTER SMART OBJECTIVES

Compared to Facebook, it's much harder to compare two competitors on Twitter, because on Facebook it's easy to see the amount of interaction on a post. Therefore, another method needs to be used to define the SMART objectives for Twitter.

Most of the content that Axis posts on Twitter is the same as they share on Facebook, only with less visuals and less words. Unless you have professional software that allows you to analyze the Twitter account of a competitor in a few clicks, there isn't much additional information to analyze between Axis and Bosch when using the manual method.

Since the content objectives for Facebook also apply to content that's being shared on Twitter, it's important to aim the SMART objectives at something different: objectives that make sure that Bosch ST learns using Twitter for more than just sending tweets. These objectives should let them focus on the other opportunities that Twitter has to offer.

Objective 1: Use hashtags in every tweet (if possible)

When looking at Axis' Twitter account, it's clear that they are consistently trying to use relevant hashtags in their tweets. Bosch ST on the other hand uses it rarely, meaning they either don't know which hashtags to use, why they should use them or a combination of both. As explained in the paragraph about Twitter before, hashtags allow other users to follow and get involved in conversations they are interested in. At least one hashtag should be included in every tweet and a maximum of 2. It needs to be a hashtag that's being used often in the industry.

Objective 2: At the end of July 2013, make sure to have noted the most important hashtags that are being used in the security industry

If Bosch ST needs to use more hashtags (objective 1), they first need to find out which ones they should use, save these in a document and share it with other Bosch ST Twitter admins so they will use it too and add their findings. How to find out which hashtags to use has been explained in "Anatomy of a Tweet: hashtags", on the page before.

Objective 3: Collect tweets that are valuable to people in the organization and report these every 4 weeks

Collect tweets from others that are saying something about your industry, company, competitors or security products and share these with other employees. This stimulates a higher awareness in the organization about what is going on in the social sphere of Twitter. Some findings and insights might be valuable to the marketing communications team, while others might be valuable to product development.

Objective 4: Retweet content from others at least 2 times a week

The 4-1-1 rule, doesn't sound as an attainable objective at the moment. That would be a dramatic change for Bosch STs current Twitter account, since almost all of the Tweets are company related. But to make the page a little less about "me", do retweet more content that's been written by others. Once your lists are finished, it should become easier to

perform a quick scan and retweet a message that's interesting to your audience, for example a news article about the security industry. According to twitonomy.com Bosch ST has posted an average of 0.5 tweets per day, since July 7th 2009. In order to tweet something every day, retweeting content can be a successful method.

Objective 5: Report Twitter statistics on a monthly basis

Keep track of how many times a tweet has been retweeted, how many times people have clicked on a link and other statistics that can be derived with the HootSuite software that Bosch ST is using. Sharing and reporting means creating more awareness about the online social influence. Don't just report Facebook statistics, but use Twitter too. The findings of objective 3 can also be included in this report.

Objective 6: Have your lists structured in the next 3 months

Structure the people you are following by creating lists. Make sure you know who you are following and why. It allows scanning tweets more carefully because you know whether you are looking at tweets for example from a competitor, from an online influencer, from a consultant, from a news reporter in the security industry or from a customer.

Objective 7: Find out who your influencers are on Twitter

Find out who your influencers are on Twitter and create a separate list for this group of people so you can keep an eye on what they are talking about. An influencer can be based on many things. For example, it can be someone who is seen as an expert in the security technology, a journalist or someone who specifically talks a lot about your brand. Once you think you have found an online influencer, make sure to double check by checking his kloud score. Besides searching manually, I'd also advise to use wefollow.com. A free yet effective tool that shows the prominent people, organized by interests. Bosch ST can even add themselves to wefollow.com and add keywords (for example CCTV) to their Twitter account. This increases the chance that Bosch STs Twitter account will be shown in the search results, in case someone else searches for CCTV. [Twitonomy.com](http://twitonomy.com) is also a great free tool (with upgrade possibilities if desired) to find out more information about your followers. Once you've logged in with your Twitter account, you can go to followers and select to show a view how many followers your followers has and whether you are already following him or not. An example can be seen in attachment 18.

With Twitonomy.com it is possible to compare two different channels. The differences between Axis and Bosch ST can be seen in attachment 19. Based on these comparisons: even though Axis started tweeting later than Bosch, they have been sending **more tweets per day**. They are also using Twitter more for having conversations and interaction with their online audience by **mentioning users** in their tweets, because they are **replying more** (239 vs 16!), compared to Bosch. They are also using significantly **more hashtags**, allowing other Twitter users to find Axis quicker whenever they are searching for security related keywords.

Social Media Channel 4: YouTube

10.9 YOUTUBE

The value of having an active YouTube account

YouTube is the second biggest search engine after Google.⁹⁰ Forbes surveyed executives, of which 75% said they watch work-related videos on business related websites at least weekly and more than half watches work related videos on YouTube itself.⁹¹ Video might even be more valuable to B2B companies, compared to B2C companies, because companies like Bosch ST have complex products and software. These can be simplified immensely with the use of video. No wonder more than 40% of Bosch STs social media survey participants marked “product demo videos” as the content they are primarily interested in, whenever a security company shares content online.

Optimizing by using keywords

As mentioned in the first paragraph of this chapter, keywords are important for improving search results, whether that’s on Google, social media channels or even YouTube. The channel description should include a keyword rich description since this section represents the meta data that is searched by Google.⁹² Each section of your profile is a chance to add in your business’ most important keywords. The video description should be 2 or 3 sentences that include targeted keywords here as well. It’s also a best practice to include a shortened link with a call to action driving traffic to your website or a landing page with a specific offer. Since many employees at Bosch ST state that the company website has complex menu structures, not allowing visitors to find the information quickly they are looking for it is a great way to provide a website link that brings them to the right page right away. Seeing the website is not perceived as user friendly, this should be done for every video whenever possible. The tagging feature is also most efficient if the right keywords are used. 5-7 tags are optimal and will ensure your video is associated with other videos that use the same tags so they can appear as a “related video” when users are viewing other videos.

Increase social shares through video

Video content is a great way to promote social sharing. Integrating videos in social campaigns and using them in Facebook, Twitter and LinkedIn updates increases interactions such as shares, comments and likes. Videos often have higher share rates compared to other types of assets.⁹³ Videos in the security industry can be about product

⁹⁰ <http://www.egonlinemarketing.com/blog/youtube-is-officially-the-2-search-engine-behind-google> (retrieved May 22, 2013)

⁹¹ http://images.forbes.com/forbesinsights/StudyPDFs/Video_in_the_CSuite.pdf (retrieved May 27, 2013)

⁹² Marketo. (2012). *The Definitive Guide to Social Marketing*.

⁹³ Marketo. (2012). *The Definitive Guide to Social Marketing*.

demos, “how-to” do something (installing products / using software), customer testimonials, and translating the company’s vision, their products and services into an appealing story that shows the human side of the company.

10.10 OTHER SOCIAL MEDIA CHANNELS

Other interesting social media channels for Bosch ST:

- ✓ SlideShare
- ✓ Google+

Social Media Channel: SlideShare

What is SlideShare

SlideShare is a presentation-sharing service that supports PDF, PowerPoint and OpenOffice and even movie file types. SlideShare has 60 million monthly visitors and 130 million page views.⁹⁴ It’s one of the top 200 websites in the world. Business presentations make the most of the content and it has attracted a valuable B2B member base, since more than 60 percent identify themselves as business professionals.⁹⁵

What to do on SlideShare

Members can upload and download presentations, create channels and comment on one another’s work. Members can also follow one another, create groups, post status updates and embed presentations in another web site. SlideShare is one of only a handful or third party applications supported by LinkedIn and Facebook as well. What’s interesting for Bosch ST is that it can purchase branded spaces where they can consolidate their own presentations.

Why Bosch ST should use SlideShare

Modern marketing is all about creating multi-channel, multi-touch campaigns that deliver content that is engaging, informative, and entertaining.⁹⁶ SlideShare is that great extra tool in the marketing communications mix. Here are 8 reasons why Bosch ST should start using SlideShare:

SEO by using keywords - Each presentation that Bosch ST would upload has its own title and description. When using consistent keywords for the same definition, they will increase their chances of being found by a prospect of a customer who is using search engines to find more information about specific security related products / technology. Always make

⁹⁴ <http://www.slideshare.net/about> (retrieved May 18, 2013)

⁹⁵ <http://www.crunchbase.com/company/slideshare> (retrieved May 18, 2013)

⁹⁶ <http://marketeer.kapost.com/2013/05/b2b-marketers-3-reasons-slideshare-matters-more-than-you-think/>

sure to mention the correct official web page too. For example the link on Bosch STs corporate website about the product / software that's being shown in the presentation.

Business audience - SlideShare is a famous social media channel amongst business users. As mentioned before, more than 60 percent identify themselves as business professionals.

A channel for additional customer service - Whenever an employee gives a sales presentation or speaks at a seminar, mentioning that the presentation will be available online may be a relief to many. Either they don't have to keep writing things down and can view the entire presentation later on SlideShare or the ones that are not able to join can view the slides from their own work place.

An additional method for Bosch ST to get their content shared by others - Presentations or documents on Bosch STs corporate website can't be easily shared with others. One needs to copy the website URL, go to the channel they want to use for sharing, paste the url and then they can send it. SlideShare has a function as YouTube has: a viewer can easily choose on which platforms he wants to share the video that he just watched: Facebook, Google+, Twitter, e-mail etc. The link is added automatically.

A public library, where presentations remain visible - Even when a presentation is a few months old, it can still be easily found on a SlideShare account. On Facebook and Twitter however, (almost) no one reads posts that are a few months old. With a company account, presentations can be structured and found quickly because of its user friendly interface.

Get more data and statistics - SlideShare provides Bosch ST of additional data, such as how many times a document has been viewed, saved, downloaded and commented on. With Pro Analytics – a paid version – Bosch ST could see even more details, such as how many times the presentation has been Tweeted, by whom and how many times it has been Liked on Facebook. See attachment 20 for an example. Data such as how many times a presentation has been viewed, shared, downloaded and liked provides Bosch ST better insights about what content is desired from their target audience, allowing them to improve their content marketing. Popular uploads should give an indication to prioritize their content.

SlideShare is part of LinkedIn's Media Empire - SlideShare extended its reach by joining its massive professional network to one of the leading professional content sharing communities. LinkedIn is on its way to becoming the platform "where all professionals come to consume content and where publishers come to share their content." In other words: LinkedIn is quickly becoming the one-stop shop for professionals to find the news they need, and SlideShare has become is LinkedIn's platform for delivering condensed, visually impactful content.

Structure your company's content for customers/prospects - White papers, presentations, videos, data sheets are all sorts of content that Bosch STs audience is looking for online. Whether it's for doing research for work or to make better business decisions. Bosch ST would

make it easier for them to find what they need if they use SlideShare that which provides structure. Different categories can be created such as "How To", "Customer Stories", "Sales Presentations" etc. Even each business unit of Bosch ST could have their own SlideShare channel so someone who is only interested in access control doesn't get an information overload about security cameras. As you can see in attachment 21, Cisco is one of the companies that has used this method because they have a large amount of business units. Each of these business units' channels are visible on any of their SlideShare page.

So is SlideShare a place to store and distribute conference presentations, eBooks and other marketing collateral? Yes and no. Chances are Bosch ST will most likely start using SlideShare this way and discovering the value of this channel. However, the second step is to make the files more attractive that you want to upload, to be more successful. Even though professionals in the security industry require technical information, it's important to optimize documents for SlideShare. Because this is where SlideShare really shines. Great SlideShare content does what all great content does—it tells a story and grabs attention. It's compelling, meaning to get rid of bullet points and small fonts. Presentations should be informal but visually striking at the same time.⁹⁷

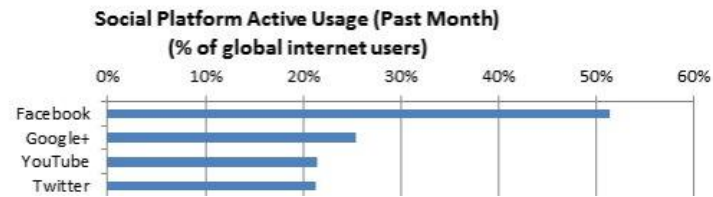
Social Media Channel: Google+

Why should Bosch ST start getting interested in using Google+?

It's the second largest social media channel - In January 2013, Google+ became bigger than Twitter. Google+ is now the second largest social media channel in the world. Could Facebook be the next channel that will slowly start losing active members? Forbes.com believes it will because of their warning: *Watch out Facebook, with Google+ at #2 and YouTube at #3, Google, Inc. could catch up.* The report estimates Facebook's active users in December 2012 at 693 million, compared to 343 million for Google+. ⁹⁸ The advice is to start getting familiar with using Google+, ideally with both a personal and a company account. Seeing the growth of Google+, it is very much likely that a large amount of Bosch ST audience will also be found on this social media channel in the near future. Bosch STs two biggest competitors are there already: Honeywell and Axis Communications. Even though they are not showing big activities yet, they are "claiming" followers that could have been Bosch STs followers. The sooner you're there, experimenting and discovering the opportunities, the better.

⁹⁷ <http://marketeer.kapost.com/2013/05/b2b-marketers-3-reasons-slideshare-matters-more-than-you-think/>

⁹⁸ <http://www.forbes.com/sites/anthonykosner/2013/01/26/watch-out-facebook-with-google-at-2-and-youtube-at-3-google-inc-could-catch-up/> (retrieved May 26, 2013)



Source: *GlobalWebIndex*⁹⁹

Circlecentric Marketing - The way a company is able to interact with their audience on Google+ is as if it would have groups on Facebook, but without them knowing it. These groups can be given any name that represent a valuable group for Bosch ST, such as: Installers, System Integrators, Social Media Team, Consultants, Customers, Competitors etc. The options are endless. One person could also be added into multiple groups. For example a System Integrator could also be a prospect, or a current customer. The benefit is that it enables Bosch ST to market in a more intimate way to people who are following your brand. A prospect might want to receive different information than a system integrator. Google+ has made it very easy to send the right messages to the right people, which is what marketing communications today is all about. On Google+, you can do research on the person who has circled you, circle them back, and (most importantly) add that person to unique circles based on how that person fits into your target market. This means you can provide that person with highly useful and specific information, instead of just a general communication blast.¹⁰⁰

Google+ is from Google - And that's already a reason for taking Google+ seriously. Google is the most used search engine in the world and Google+ is another channel that is being used in Google's search algorithm in order to provide people with better organic search results. Interactions such as comments, +1 (Google's version of the Facebook "Like") and shares are much stronger than interactions on other social media channels such as Facebook. This essentially means that if you are posting on Google+ correctly, your content will be ranked higher than content posted elsewhere. Because of Google+'s tight integration with the Google search engine, your posts are treated much like regular webpages, and will therefore rank higher in search results.¹⁰¹

⁹⁹ <http://www.globalwebindex.net/social-platforms-gwi-8-update-decline-of-local-social-media-platforms/> (visited May 28, 2013)

¹⁰⁰ <http://socialmediab2b.com/2013/02/b2b-social-media-google-plus-best-platform/> (retrieved March 21, 2013)

¹⁰¹ <http://socialmediab2b.com/2013/02/b2b-social-media-google-plus-best-platform/> (retrieved March 21, 2013)

Chapter 11 – Bosch STs Content Strategy

11.1 INTRODUCTION

When it comes to content marketing, you are subscribing to the marketing principle of WIIFM (What's In It For Me?).¹⁰² In other words, your professional purpose is to solve the other person's problem(s). In traditional marketing, your purpose is to let the other person know how wonderful you and your business are. In actuality, the other person doesn't really care how wonderful you and your business are. The only thing the person cares about is how you are going to solve their problem(s). With people connecting online, their goal is to gather information and to gain an education. The last thing that they want is to get a hard sell from anyone.

If you share valuable content with your online connections and it is of value to them, not only will they like what they are reading but they will share it with other people who they value and they will want to read more from you. That is exactly how you build a loyal client base. The more you interact with your online connections, the more they will begin to trust you and to find you credible, not to mention considering you a subject matter expert in your field.

11.2 OBJECTIVES OF A CONTENT STRATEGY

The purpose of a content strategy is to attract, acquire, and engage with a clearly defined and understood target audience. Just as with the social media objectives, it needs to contribute to the organizational goal which is: creating a loyal customer base by improving and maintaining a good relationship quality. Therefore, the content marketing should support the 3 determinants of improving relationship quality: customer satisfaction, service quality and customer trust.

1. Customer satisfaction: delivering content that is valuable for your target audience by satisfying informational needs and delivering the right content that directly answers your customer's question.
2. Service quality: showing that you are adapting to customer's needs by understanding the "pains" of the target audience and providing the corresponding solution based content.
3. Customer trust: showing that you have reliable products and that you are a reliable supplier.

¹⁰² <http://www.compukol.com/blog/why-content-marketing-is-important-for-your-business/> (retrieved May 23, 2013)

11.3 ADVICES FOR CONTENT IMPROVEMENT

Top rated content

Making a content strategy relevant to the target audience can be accomplished by delivering content of interest. Therefore it is important to ask: What does my target audience consider to be interesting and valuable? To provide an answer to this question, several research results are used that were described in the research results of chapter 7.

If a security company shares content online (for example on social media), what content has your primary interest? Mark all that apply.

58,4%	Security industry / technology news
45,6%	Specific product information
41,6%	Company news
40,8%	Product demo videos
36,8%	Case studies

Why do you use social media for business? Mark your primary reason(s)

49,5%	Staying up to date on news, related to the security industry
41,4%	Staying in touch with my professional network
32,4%	Reading what others think about products/suppliers/services
31,5%	Keeping track of specific companies, who are specialized in security
30,6%	Doing research for work and educating myself

What do you consider to be your biggest challenge at work?

A company is able to add value by helping their target audience with challenges at work. When reading the answers to this survey's question, many of the responses are related to an information problem: they find it challenging to obtain essential and up to date information, which assists them in doing better research for work and educating themselves. Based on this conclusion, Bosch ST can deliver value with online content by giving them easy access to up to date information so they can spend less time filtering out the rubbish from the vast amounts of data available online.

ADVICE 1: improve the frequency of different kinds of content that match with your audience's content demand

The top 5 in the first 2 question is able to give an indication as to what messages on social media should be about and its approximate frequency. What's interesting to see is that: "News about the security industry / technology", is the number one desired and used content by the target audience. However, the majority of Bosch STs updates are about their own company. Most likely because it is much easier to gather company related news, rather than industry / security technology related news. Seeing the amount of time and resources for social media activities "Company news" will probably stay the most

shared content, but because the numbers show a different demand of Bosch STs online audience, the advice for Bosch ST would be to try and focus more on improving the frequency of sharing “Security industry / technology news”.

There are 2 methods (or a combination) that can be used to share the latest security technology and industry news:

- 1) News and articles about the industry, written according to Bosch STs vision. For example by publishing white papers or writing blog posts.
- 2) Search for third party content and share what others are saying. This can be security magazines, blogs, security websites or leading individuals who are experts in security technology and share their thoughts online.

At the moment, approach number 1 doesn’t sound realistic, because there aren’t enough people who can be involved in writing such articles. Therefore approach number 2 would be suggested, making it easier to deliver the number 1 desired content. Besides, an additional benefit of third party content is that it increases it’s known for increasing credibility.

The winning post on Facebook - and a possible explanation

Facebook has been chosen to analyze the amount of interaction on posts. Compared to other social media channels, there are much more statistics available. With a Facebook admin account you can see the amount of “Reach”, “Engaged Users”, “Talking about this”, and “Virality” of each post. Attachment 22 shows the best interactive post that is in the top 3 of 3 categories (Reach, Engaged Users and Talking about this). A possible explanation for this could be that it addresses a problem / challenge that the target audience might be experiencing. Bosch ST introduces a technology that delivers a solution to this problem. Therefore, content-wise this has value for your target audience and it’s not surprising to see that it is the winning post.

ADVICE 2: Building content around the different stages of the buying cycle

People aren’t looking for “information”; they’re looking for answers to their problems. Your content should be the answer they’re looking for. Many reports and advices about the development of a content strategy suggest the following tactic to build such content: always make sure the content is build around the different stages of the buying cycle. Some companies use the AIDA stages (Awareness, Interest, Desire, Action), others use Kotler’s model, existing of 8 steps. No matter how a company defines their stages, the goal is that each piece of content should cause a prospect to move to the next stage of the buying journey¹⁰³.

Template example, using AIDA:

	Awareness	Interest	Desire	Action
Persona:				
1				
2				
3			ROI BLOG POST	
4				
5				

PWB, a Marketing Communications agency, advises the following tactic:¹⁰⁴

Top of the funnel: should be content that is **educational and helps your prospect with a problem they’re facing**. At this stage, people are interested in getting general information and not looking for specific vendor solutions. You want to be seen as a trusted resource for information. Content can include white papers, industry research, etc. BuyerSphere’s research found out that whitepapers are considered to be most useful at the initial stage – identifying and defining the need. This is consistent with the widely held belief that “early stage” buyers are more interested in issue based content.¹⁰⁵

Middle of the funnel: should be something that both **educates and slowly introduces your product or service as a solution to their problem**. At this stage, content can include client case studies, product fact sheets, educational webinars hosted by an executive from your company, etc.

Bottom of the funnel: should be content that is **convincing and moves the prospect to pick up the phone or send you an email request**. At this stage, your company’s name is listed here: you have made it into the arena of the preferred supplier’s list.

ADVICE 3: focus more on the human aspect in your messages

It is advised that Bosch ST pays more attention to the context in their messages: it should be communicated more from the customer’s perspective by addressing a problem / challenge, and the solution that Bosch ST is able to provide. It’s a way of communication that supports an organization to think from the customer’s perspective of which Bosch ST realizes and acknowledges it’s becoming more important for the future success of the company. In fact, in the internal analysis (3.8) a number of employees have already addressed the value of and the need to think more from the customer’s perspective. Of course the technical details and data of products need to be available, but the main message should be more human driven, meaning that the solution for the customer should to be the primary message.

¹⁰³ Velocity Partners. (year unknown). *The Content Marketing Strategy Checklist – a big fat, roll-up-your-sleeves guide for B2B marketers*.

¹⁰⁴ PWB Marketing Communications. (2011). *Time for B2B Businesses to Get Social*.

¹⁰⁵ BuyerSphere. (2012). *The Annual Survey of Changing B2B Buyer Behaviour*.

Comparison: Axis Communications versus Bosch ST

After analyzing the content that Axis posts on Facebook, it's visible that they are very consistent in using this "human" approach in their communication. Their updates include more "solution based content" and "how-to" videos, providing a step by step guide for a product or software. A comparison made in attachment 23, shows that Axis' post is more customer oriented, compared with Bosch's post. Bosch STs post is more about providing general software information. Even though these are 2 different updates, it is possible to turn Bosch's post into a message that addresses a customer problem. What's also noticeable is that Axis seems to be investing more in creating videos, because they are including more of these in their social media updates. Demo videos are highly desired by the target audience. Over 40% in the survey said that they are primarily interested in this type of content

ADVICE 4: more solution based content and customer stories

Besides paying more attention to customer oriented messages, it is advised that Bosch ST improves the amount of content that's written in red in the table of attachment 24. Axis seems to be delivering more content about solutions, almost 3 times as much as Bosch does (number 4 and 7 in the table). Axis is also delivering significantly more "social proof" of their products and services by sharing customer stories. With 64%, "Evidence of customer satisfaction" was the third most important factor for selecting a preferred supplier, as described in chapter 7. Besides delivering evidence of customer satisfaction, customer stories have other benefits. As written in chapter 7, more people are using information sources and doing informal research on their own before selecting a preferred supplier. People who are involved in a buying process are looking at product reviews, testimonials, data sheets, videos – anything they can get their hands on. Customer stories are able to have a positive effect when it comes to influencing an emotional aspect within this process: building trust. They are able to turn your product and service into a story. A typical format should include: introduction of the customer's problem, why he chose for Bosch ST as a supplier, how Bosch ST delivered the solution and if the security solution has been installed a while ago, also include how the customer experiences the service afterwards. If you want to create trust, customer stories should be written in such a way that they represent the view of your customers and clients, not from the company. Including direct quotes can add even more credibility. In attachment 25 you can clearly see the differences between how Bosch ST messages about a customer story and the method of Axis.

Differentiating by delivering the number 1 desired content

As you can see in the table of attachment 25, Axis isn't providing the most demanded content from professionals who are working in the security industry: general news and updates about what is happening in the security industry and technology.

ADVICE 5: content formats

SmartInsights created a content marketing, as displayed in attachment 26. This matrix is structured to help a business think through the dimensions of different content formats

that are based on how your audience might think and what you're trying to achieve as a business. Based on previous research, the target audience of Bosch ST wants to be **educated** – they are actively searching for information sources online that assist them in doing better research for work. But besides delivering educational content, they also need to be **convinced** in order to make business decisions. The benefits for Bosch ST using this matrix is that it provides a clear overview of what content is suitable for what purpose and allows them to see whether some content formats are missing in their current choices.

ADVICE 6: atomization and editorial calendar

Creating a large piece of content can be a time consuming project. But once it's finished, for example by publishing a white paper or an industrial report, it doesn't mean that that's where it ends. Each major content piece can be turned into lots of different related pieces and added into Bosch STs editorial calendar (attachment 27). It's good that Bosch ST is using this, and it is important to keep on using it. The calendar is essentially your production and delivery schedule in one sheet. If you don't have one, your content marketing will become ad hoc, rather than strategic. They could however include a higher variety of content to make it more interesting and valuable to their audience, instead of mainly planning company related news.

What your audience is saying: Here are several quotes about the topics that have been discussed in this chapter. These are from the online survey where current fans and followers of Bosch ST were asked to participate.

More solution based content

- "The tweets are very product specific and not promoting solutions and value propositions. It should be more about solving challenging security projects."

More security news, less company news

- "More information to share with customers on general security topics not just Bosch technology. Also what Bosch is doing to advance integration between Bosch and other security vendors."

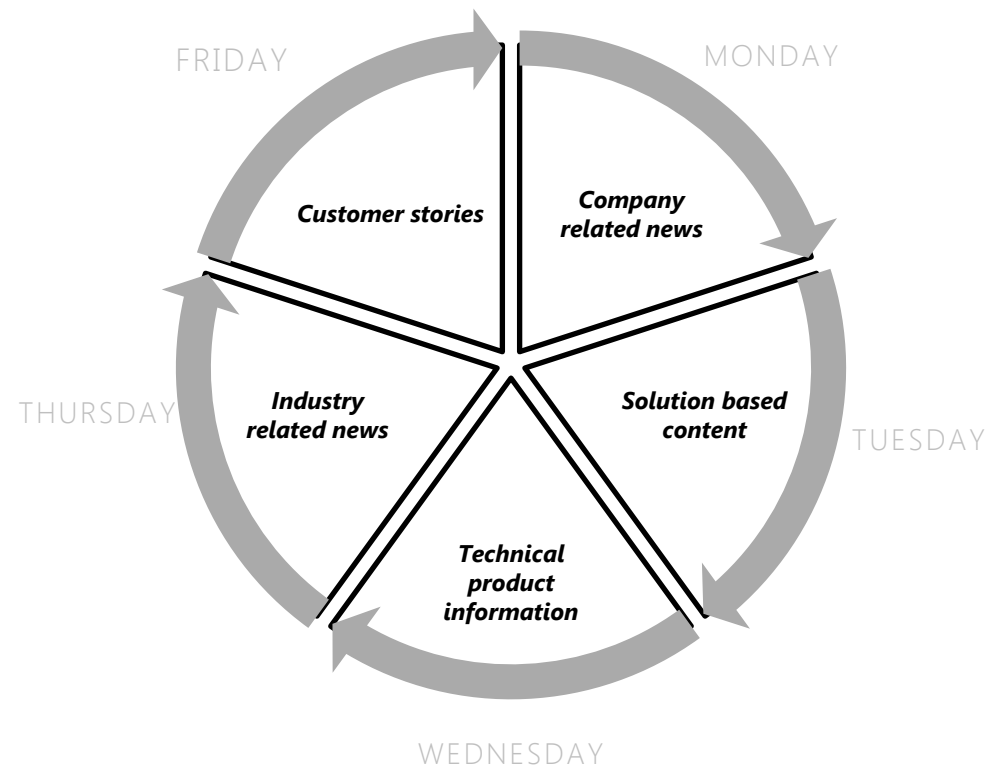
More specific product information

- "On Facebook the Bosch Security page doesn't really give a lot of updates about CCTV and the software for it. But the Bosch security page has helped me a lot. If I need information or help about the CCTV software I get a reply in a day..."
- "More information on product."

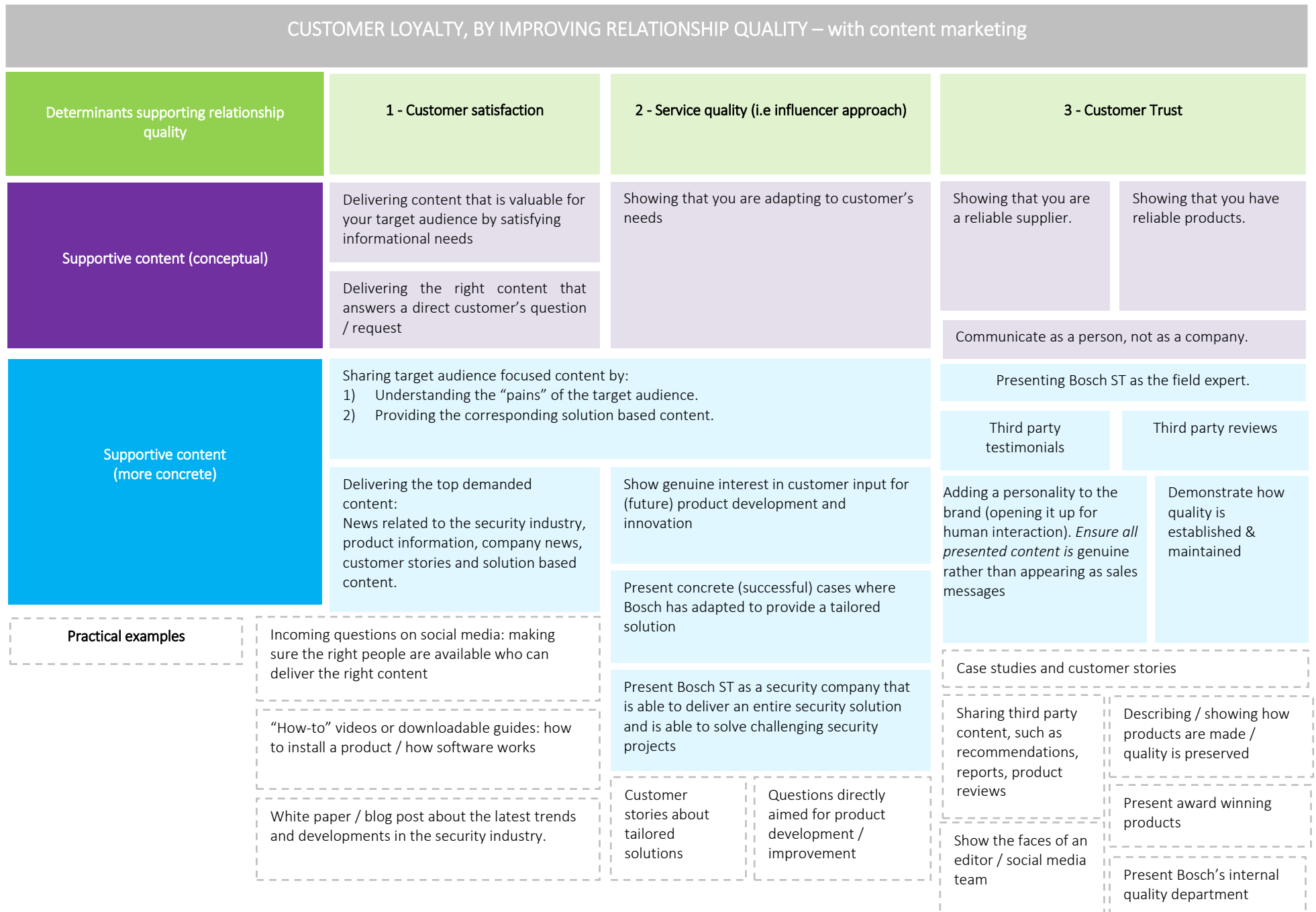
Challenge for Bosch STs social media content

In 2011, Bosch ST EMEA defined one of their social media challenges as: *Not using social network sites as a spotlight for our brand*. In 2013, this challenge still counts. Bosch ST needs to make their pages less about "me" by finding a better balance between topics that are mentioned in the content cycle. The days are added only as an example and can be used as an indication for Bosch STs weekly content on Facebook, Twitter and LinkedIn.

BOSCH STS SOCIAL MEDIA CONTENT CYCLE



SCHEMATIC OVERVIEW: THE FUNDAMENTS OF BOSCH STs CONTENT
How content contributes to organizational foals and how elements are connected



THE SOCIAL MEDIA PRACTITIONER AT BOSCH SECURITY SYSTEMS

What he does for work, why and how he is adding value



Chapter 12 – The Social Media Practitioner

Next to defining the target audience, objectives, content strategy and social media channels, it is also important to focus on how to facilitate and implement social media marketing at Bosch ST. This chapter will be written by describing a “Social Media Practitioner” who works at Bosch ST, allowing the reader to have a better understanding about what he does, what he needs to get things done, how he is adding value to the business and also: to show Bosch ST that social media responsibilities require more than a few hours per week. To provide additional evidence that Social Media Practitioners are not fictional, you will also read citations that are derived from an interview with a “real life” Social Media Practitioner: Clive Roach, the official Social Media Strategist at Philips Healthcare.¹⁰⁶ These are written in the grey text area.

Some of these describe a Social Media Practitioner’s vision, mission and some describe concrete tasks. Whenever it’s a task, it will be marked with a number which shows the priority.

1 Employees who are responsible for social media at Bosch ST now need to start doing this as soon as possible. Preferably tomorrow. It has the highest priority because whenever this is achieved, it increases the acceptance of using social media marketing at Bosch ST. It focuses on convincing the right people in the organization, working more efficiently and creating a better structure for incoming questions and requests.

2 Whenever the first priorities are accomplished, it is time to focus on improvement. The goal is to become (even) better at business *because of* social media and get more employees involved in social media to find allies.

3 These are goals that the Social Media Practitioner dreams of. Even though it’s not possible at Bosch ST (yet), it’s his mission to get there because he is convinced that it will benefit the company.

! This isn’t a priority, but more of a characteristic from a Social Media Practitioner. It describes his approach at work and why he does what he does.

¹⁰⁶ <http://www.emarketer.com/corporate/clients/philips-healthcare> (retrieved May 30, 2013)

3

THE SOCIAL MEDIA PRACTITIONER’S

MAIN OBJECTIVE

His dream is to make Bosch ST a “Social Organization” by creating a “social groundswell”. One of the first things he needs to achieve is to get managers, executives and the CEO talking about social media by making them aware of the value it adds to Bosch STs business.

Social organizations may become the next successful organizations of the future. They function differently from hierarchical ones and are more customer-focused. Employees learn to appreciate that conversations are going on in real time, and the faster they respond, the more satisfied the customer. This means that organizational walls start to tumble. It also means that social organizations become more nimble, responsive, and service-oriented. This not only makes them leaner, but also faster. Experience has shown that truly successful companies permit their people to cross departmental lines fluidly and even breach traditional lines of command in the quest to provide the best possible customer experience and to respond to opportunities whenever they arise.¹⁰⁷ Even though a social organization might sound as an unlikely future for Bosch ST, the Social Media Practitioner realizes that changes are able to start with the smallest steps.

Start small. Just pick one activity and do a case study on that success—how you started, how you ran the program, what the results showed and most important, what the implications are for the existing business process. If you do that, you can knock on the door of another part of the company and gain acceptance and then another, and build from there. Build your resources slowly to match the needs of the group you’re working with. That’s how you grow.

THE SOCIAL MEDIA PRACTITIONER

EVANGELIZES ABOUT THE BUSINESS VALUE OF SOCIAL MEDIA

If the Social Media Practitioner wants to create a social groundswell at Bosch ST, he realizes that people need to acknowledge and be convinced about the business value of social media. Awareness requires education. The social media practitioner educates in 2 different ways:

1. He reports findings and statistics to management and executives (rational)
2. He tries making more employees enthusiastic about social media (emotional)

Clive Roach’s mission as Philips Healthcare’s social media strategist is to inspire colleagues to incorporate social media into their marketing plans. He trains and advises them on using the channel in campaigns and marketing initiatives. “I act as a consultant teaching people what social media can do for their business,” he said.

¹⁰⁷ Gillin, P. & E. Schwartzman. (2011). *Social Marketing to the Business Customer*. USA: John Wiley & Sons, Inc.

1

Reporting to management and executives

The goal is to share valuable insights, information and statistics to the people who have a higher function in the organization. This helps prevent any misunderstandings within the organization about the objectives and goals of social media and emphasize why social media is relevant to the overall business and branding goals. To be even more convincing, the Social Media Practitioner could choose a small project that can demonstrate social marketing's benefits and try a pilot campaign. The social media campaign from the Prolight & Sound trade fair already caused more people to talk about the results – and the same social media effort was requested for the next trade fair (IFSEC), which is a great sign.

Whenever the Social Media Practitioner shares social media data, information and insights, it's important that he works efficiently. Efficient means providing the right kinds of information to the right people. He needs to make sure to find out who values which kinds of information. This prevents the Social Media Practitioner wasting time to make reports that include information people don't care about or don't know what it means. It's like content marketing, which is all about *delivering value, not volume*. It's important that he asks himself: if I want to convince these people, what kinds of information and data are valuable to them? Example: leads derived from LinkedIn can be convincing information for both an executive as well as a sales manager. And some could be convinced by showing a competitor's activity on social media and compare these with Bosch STs activities, while others simply want to see the ROI.

Whenever people in the management are convinced of the power of social media for Bosch STs business, they will easier allow their employees to cooperate in social media related activities. It is impossible for the Social Media Practitioner to manage social media on his own. For example, to answer incoming questions and requests at internet speed with the right technical details, he needs information from people with a different job description, such as a product marketing manager or an engineer.

2

Creating more social media enthusiasm amongst other colleagues

While the company might think that their customers and prospects are the only ones to focus on with social media, the Social Media Practitioner realizes that targeting employees is just as important. If not more important if the company is still at the first stages of using social media. Why? The higher the internal awareness about social media's value for business, the sooner this social groundswell starts. One of the first things the Social Media Practitioner does is stimulating employees to follow the Bosch ST brand on social media. He realizes that social media can't be "pushed" on anyone, so the best thing is to let them choose the social media channel that they are comfortable with. If Bosch ST has over 12k employees and about 1400 Facebook fans are following the brand online, it must be possible to make more employees following the page. This is important because more employees following Bosch ST generates more likes, comments and shares. These interactions generate more brand awareness because friends of these employees also get to see their interactions. More fans = reaching more people (friends of friends) = creating more brand awareness.

2

THE SOCIAL MEDIA PRACTITIONER

THINKS ABOUT FUN AND INTERACTIVE WAYS TO MAKE MORE PEOPLE ENTHUSIASTIC ABOUT USING SOCIAL MEDIA

Besides using a rational approach, by sharing competitor analyses and statistics and data derived from social media channels, the Social Media Practitioner realizes that one of the best ways to make colleagues more enthusiastic is to use a "fun-factor" in his approach. Social Media Manager Sumaya Kazi, used the following tactics at Sun Microsystems:

Success story

Executives at Sun Microsystems knew that there were benefits to social media across the organization, but they couldn't predict where the opportunities lay. Kazi quickly realized that: *"you can't push social media on any one. It has to be something that people are comfortable with."* Her approach was to educate and evangelize. Starting a private Facebook group for employees was one of her tactics. There she provided weekly facts and tips on how to use social media. Sun's "Facebook Fridays" eventually grew to more than 2,000 members. She also launched a monthly seminar that was presented live in a conference facility and streamed to employees globally. Content included how-to advice, case studies and guest speakers were invited. According to Kazi, as awareness of social media applications grew, employees began to come up with their own ideas and membership in a Facebook group for employees grew to more than 12.000. What's interesting is that she noticed that being able to connect with employees outside of a work environment fostered a lot more teamwork on the job.¹⁰⁸

THE SOCIAL MEDIA PRACTITIONER

CREATES PRIVATE GROUPS ON SOCIAL MEDIA CHANNELS

These groups can be created on any social media channel. This could be Yammer, Facebook or Google+. The Social Media Practitioner would choose the channel that people are most comfortable with. Facebook would probably be the most successful channel, as this channel currently has the most active users in the world. The Social Media Practitioner could end up creating a total of three groups:

1. One group for Bosch ST employees
2. One group for employees who can assist in answering incoming questions / requests.
3. Optional: one group for all social media managers of the Bosch brand

2

Private group for Bosch ST employees

Bosch ST has 12.000+ employees. Out of these thousands of people there have to be some social media enthusiasts. A couple of hundreds or even dozens of people joining this group would already be of great value. Think about

¹⁰⁸ Gillin, P. & E. Schwartzman. (2011). *Social Marketing to the Business Customer*. USA: John Wiley & Sons, Inc.

the amount of knowledge, inspiration and ideas that can be shared. This has benefits for the people who are responsible for creating and posting content on social media. It's easy to run out of ideas quickly, but with the input from others it is possible to keep getting fresh and new ideas from employees all over the EMEA region. Whether it's about a local Bosch event or interesting news from the security industry that a member recently read. Employees might mention own initiatives and ideas for posts on social media. For example: two employees will be doing an activity in France to raise money for cancer research. If they hadn't e-mailed this to other employees, no one would have known and Bosch ST wouldn't have thought about posting it on social media either. Who knows what other initiatives Bosch ST has missed that allow the company to show their human side? Online groups make it easier to share such ideas, because people are stimulated to share these kinds of things.

Using an internal social media tool like Yammer or Socialcast can help. It's a great way for people in the company to learn how to use social networks and how they can submit a question to the company and get an answer back—independent of time zone or language barriers. Then you can see who could potentially play a role in your company's external social media. Then you want to make sure you share success with your internal social network so colleagues think: "Wow, is it possible to do that? Can I talk to you about how we can do that for my business unit?"

1

Private group for better customer support

The goal of private groups for better customer support is to grow from an Experimental to a Functional organization, which is the next step in the Social Media Maturity model. Private groups allow a better structure for answering and responding, as well as borders between divisions that will fade because of the use of social media. These are two of the 6 features of a Functional Organization.

How it's being done now: Whenever a question comes in on social media, usually this is picked up by the page admin in Germany. She makes a print screen and forwards the question to an employee from the Marketing Communications Department in Eindhoven. This employee forwards the question to several people of which he thinks they can provide an answer. Once an answer has been shared, the employee in Eindhoven notifies the employee in Germany that it has been solved. These are a lot of e-mails and can be done much more efficiently by using online groups!

How it should be done: The Social Media Practitioner invites people to the group of which he thinks are needed to answer questions. Whenever a question comes in, he posts a screenshot of this on the group. Group members can be notified by e-mail, every time there is something new being posted. The benefit of using groups is that everyone is able to see the status, whether it has been solved or not, and easily contribute to the conversation by adding a comment that everyone else in the group can read. In e-mails it is easy to forget putting someone in the CC because for example, you don't know this person wants to be notified. Another benefit is that, if you stick to posting only questions on this group, your questions won't get lost in e-mail histories. All the questions are visible on one page. It is much easier to maintain a FAQ (Frequently Asked Questions) list,

if the Social Media Practitioner has all the questions in one location, instead of having to search for these in his e-mail history.

3

From coaching to managing

Even though it's much more efficient to bring the people together who have a question (customer) and the ones who have an answer (product marketer/engineer), this is not possible yet at Bosch ST. To work towards this goal, it's important the Social Media Practitioner starts with coaching the "subject matter experts", as Clive Roach names these employees. According to him it's worth the effort to coach and nurture them at the beginning so they can become part of the community later and answer questions directly. He has experienced situations where someone initially said: "social doesn't work in this market", then suddenly becomes someone who is running his own blog online. He says really great to see that social development.

2

Private group for social media managers of any Bosch brand

When it comes to sharing knowledge about social media, Bosch ST could also create a separate group where only community managers join from other Bosch brands, where best practices, do's & don'ts and questions are shared with each other. Groups on social media have a couple of benefits compared to e-mail and traditional forums: It makes communication more effective and user friendly. People can decide when they are going to read it, if and when they are going to respond to it. Compared to e-mails at work, many groups are used outside working hours, because people tend to check their social media channels multiple times a day. Also conversations on social media keep a more user friendly structure. It is easier to read compared to the long e-mail histories that many employees know too well. Andrea (Social Media Coordinator in Germany) is currently testing an internal platform where such things are being shared with other community managers. However, I didn't get the idea that it is being used very much by others, which I believe has to do with the layout of the website. In case the activity stays low, the Social Media Practitioner could assist her with the initiative to create such a group on a social media channel.

1

THE SOCIAL MEDIA PRACTITIONER

DOESN'T JUST SHARE UPDATES ON SOCIAL MEDIA, HE LISTENS TOO

Listening and monitoring are necessary to gather valuable insights that he can report to product development, sales or marketing communications. He uses every opportunity to get to know the target audience better. Remember the opportunities of social media that were mentioned in 5.4? The Social Media Practitioner doesn't just send Tweets, Facebook updates or starts discussions on LinkedIn. He also spends time listening, allowing him to *gain market intelligence, improve customer support, understand what Bosch STs audience is talking about online and what's on the mind of customers and prospects.*

3

THE SOCIAL MEDIA PRACTITIONER

DREAMS OF HAVING A SOCIAL MEDIA LISTENING CENTER

One day he dreams of having a Listening Center, just as Cisco has.

The networking giant, which has 60,000 employees, set out two years ago to become more “customer-centric” by paying attention to what its customers are saying online and spreading social throughout the company. It set up three physical social media listening centers at its headquarters, powered by Salesforce’s Marketing Cloud. At one, the company identifies spikes in negative mentions that need to be investigated and influencers mentioning Cisco. The data is then sent to the appropriate business unit so that they can act on it. Another six-screen listening center allows Cisco sellers to show customers their social data in the hopes of winning new business. The last is a two-screen kiosk version of the listening center just outside the CEO and CMO’s office and displays social activity around topics such as earnings, acquisitions, launches or campaigns. This is a way of making sure social data reaches the very top of the organization.¹⁰⁹



!

THE SOCIAL MEDIA PRACTITIONER

STARTS WITH OBSERVING. THEN FACILITATES AND PARTICIPATES

Managing conversations starts with observing in order to understand the language, problems, challenges, wants and needs of your target audience. You will learn how people are talking about (your) security products and security brands. Once the Social Media Practitioner understands, he is able to facilitate conversations in online communities to talk in a more efficient way with the company’s prospects and customers. He brings people together in one place who share similar professional interests. The final step is to talk with them as a person, not as a company. Customers want to talk with real people that listen to them and do something with their question / feedback.¹¹⁰

¹⁰⁹ <http://www.digiday.com/brands/how-cisco-listens-in-social/> (retrieved May 31, 2013)

¹¹⁰ Belleghem Van, S. (2011). *The Conversation Manager*. Culemborg: Van Duuren Management

OBSERVES
as a managerFACILITATES
as a brandPARTICIPATES
as himself

You have to be part of the community and create a community. We spent a long time trying to make sure we understood our customers on Twitter and LinkedIn. Once you develop a dialogue and a relationship, you then find that people are happy to talk with you in those social channels. But you can't just go into those communities and start talking about products. You want to talk about various issues that are important to them, but we also want to talk about the things that are important to us such as access to healthcare and improving patient outcomes. We're trying to create the future of healthcare.

!

THE SOCIAL MEDIA PRACTITIONER

IS MOTIVATED TO EDUCATE HIMSELF

The digital landscape is changing in a rapid speed. A book written six months ago might have information that is already outdated. Therefore it's important that the Social Media Practitioner keeps his knowledge up to date. He uses different methods, on a daily, weekly, monthly and yearly basis.

Every day: He spends 10 minutes a day reading the latest news about social media marketing. He doesn't use too many sources to prevent an information overload. Instead, he chooses to follow two or three sources that provide him with the latest news about social media marketing. Socialmediaexaminer.com provides great daily e-mails about the latest insights. Their news is written short, clear and to the point. They are perfect to start your morning with at work. LinkedIn Today is also a good source to stay on top of trends and changes taking place within the industry, because it is often written by thought leaders.

Every week: He connects with other fellow B2B marketers on a Google+ community. These are smaller than the groups on LinkedIn, but people are more devoted and dedicated to help each other and share interesting articles:

<https://plus.google.com/communities/100596420558046425769> The moderator is Clive Roach, Social Media Strategist from Philips Healthcare: a person the Social Media Practitioner at Bosch ST can learn from. He could also join

<http://www.socialmediaexaminer.com/clubs/> - Whether he has a question that needs to be answered or wants feedback on an idea, then this is the place to be amongst thousands of other marketers. It's free, and always will be.

Every 2 weeks: He reads one white paper every 2 weeks that he finds at the websites from the leading marketing communications agencies, such as: HubSpot, Marketo and Lewis PR. The topics don't only need to be about social media, but also topics such as content marketing or inbound marketing. He also subscribes to get a notification by e-mail, once a new white paper has been released.

Every 3-6 months: He reads a book about social media marketing.

Every year: He attends a seminar / webinar allowing him to get inspired by other fellow marketers from the industry.

But it doesn't stop here. He shares his knowledge and insights with other employees too. Whether he shares it online in a document/presentation in the company's intranet, an internal group on social media or offline during a meeting.



THE SOCIAL MEDIA PRACTITIONER ADVERTISES TO ACTIVATE

The Social Media Practitioner is part of Bosch STs marketing communications team. He is highly involved in the marketing campaigns in order to keep the editorial calendar for social media up to date. His mission is to integrate social marketing in every possible campaign and works according to the philosophy: everything Bosch ST creates needs to activate the content consumers. They need to talk about it, they want to share it by showing it to others. Only then he accomplishes his goal. He realizes it's just as important to collect opinions from customers and prospects online, not just what the company tells the press. Finding out what others are saying online is just as important and a way to measure success. *"A brand is no longer what they tell the customer it is – it is what customers tell each other what it is."* – Scott Cook



THE SOCIAL MEDIA PRACTITIONER NEEDS SOFTWARE FOR AUTOMATION

The Social Media Practitioner starts searching manually to gather leads and insights in order to get familiar with the opportunities. The goal of this is to convince others by showing data and making them understand why social media marketing is valuable. As he doesn't have a budget yet to spend on automation software, he starts with trying different amounts of free trials so in the future, he can decide which agency is able to provide the best and most complete scanning and monitoring software. Software has been invented to do that work for us. To work efficiently by gather more data in a less amount of time.



THE SOCIAL MEDIA PRACTITIONER USES EVERY OPPORTUNITY TO GET TO KNOW HIS AUDIENCE BETTER

The primary reason why Bosch ST would get serious with social media marketing is because it adds value to their business since their prospects and customers are there. And they expect companies to be there too, as the statement in the survey has shown. He uses every opportunity to get to know more about their challenges, problems, successes, wants and needs. Examples: He reads industry related discussions online – he asks questions directly online – he talks with people from other departments who can share insights about the target audience, such as business development or (after) sales – he reads research reports about industrial buyers as those that were used in chapter 7 – he's having conversations with them during events from Bosch ST where partners and prospects will be attending. It will make him a better B2B marketer as he will be stimulated to think more from the customer's perspective and learn to focus on what is important. This can be achieved by listening for implicit as well as explicit needs, understanding that customers often articulate problems better than solutions.



Creating personas

The primary reason of doing this is to be able to create personas. A system integrator or a consultant has different (information) needs and challenges than an installer. The more details he knows about one target group, the better he will be able to improve Bosch STs content marketing: giving the target audience a reason to follow company online, because he are able to provide them with information that each persona considers to be valuable. He makes sure to save and structure these insights in a document. That way, it won't be able to fade from his memory and he will be able to share it with other colleagues who would value having this kind of information.



THE SOCIAL MEDIA PRACTITIONER SAVES AND STRUCTURES THIS INFORMATION AS SOON AS POSSIBLE

There are actions that can be accomplished on short notice, which will allow the Social Media Practitioner to start using social media channels more effective. He should figure out the keywords and hashtags that are being used in the security industry, so he can consistently start using these in Tweets and everything else he posts online. He should also start finding interesting sources that he will be able to use regularly in order to share more valuable third party content to make their social media pages less about "me". As read in the chapter about the target audience, the number one desired content is industry related news. If the Social Media Practitioner knows which sources he is able to consult he doesn't have to spend time every week looking for them. He can simply scan for articles that are posted on industry related LinkedIn groups or consult several websites weekly that he saved in his bookmarks. The Social Media Practitioner should search every week for the latest news from the security industry. And this could be anything to get discussions and engagement going with the online community. For example:

<http://www.webpronews.com/should-facial-recognition-be-allowed-on-google-glass-2013-05> Even though the product isn't related to Bosch ST, chances are your target audience has an opinion to share about this article since facial recognition is a hot topic in the security industry. A great way to stimulate interaction and discussions within the community on Facebook, LinkedIn and Twitter.



THE SOCIAL MEDIA PRACTITIONER LIKES PEOPLE!

A Social Media Practitioner does his job well because he likes people and is sincerely interested in Bosch STs target audience. Whether you're in B2B or B2C marketing, you are always interacting with humans and not with companies. It's important for customer support too: he needs to be able to deal with people; even when they might have a negative attitude or are upset. The Social Media Practitioner must always be someone who likes offering help and assisting others as best as he can.

2

THE SOCIAL MEDIA PRACTITIONER

WANTS THE TARGET AUDIENCE WHO IS USING SOCIAL MEDIA TO FOLLOW BOSCH ST

The more online reach Bosch ST has, the better. Especially if this is reach amongst customers, prospects and other influentials. For this, the target audience who is using social media needs to know that Bosch ST is there. Therefore he strives to promote Bosch STs social media channels more. Whether it's mentioning it on the corporate website, in brochures or at events with QR codes. He wants to work towards the goal to become a better connected company that listens to their customers and can talk with customers as well.

1

THE SOCIAL MEDIA PRACTITIONER

USES AN ONLINE READER

These are usually RSS readers. RSS is a protocol that enables a user to receive information without actively requesting it. Once the Social Media Practitioner subscribes to an RSS feed, new content from that source appears automatically in this reader, usually within minutes. The benefit is that relevant information is coming to you automatically, instead of having to search for it manually. He adds the websites to this reader of which he knows they regularly provide the newest industry related news. Google Reader used to be the most popular RSS reader in the world. But they will stop with this service in July 2013. Feedly.com is often mentioned on websites as the best replacement.

Besides adding websites to this reader, he also uses Google Alerts. Google Alerts are emails sent to you when Google finds new results -- such as web pages, newspaper articles, or blogs -- that match your search term. The search terms will mainly be the keywords that the Social Media Practitioner saved and structured earlier. These are the most used terms in the security industry. But he can also add brand related keywords, as well as those of competitors. Google Alerts is often being used to monitor anything on the Web. For example, people use Google Alerts to:

- Find out what is being said about their company or product.
- Monitor a developing news story.
- Keep up to date on a competitor or industry.
- Get the latest news on a celebrity or sports team.
- Find out what's being said about themselves.

Once Google Alerts brings him to an interesting website of which he think is interesting to follow for new content, he adds it to his RSS feed.

!

THE SOCIAL MEDIA PRACTITIONER

POSTS EVERYTHING FOR A REASON

The Social Media Practitioner doesn't post messages just because he wants to post something. He always asks himself the Why question. Why am I posting this? To which organizational goals does this contribute? He uses Facebook mainly for branding goals and showing the human side of the company, because of the "scrapbook" style. Fun and entertaining posts are appropriate here too. He knows that people want to

be entertained on Facebook. It doesn't just have to be strictly business, compared to LinkedIn. LinkedIn he uses more for gaining valuable insights and leads, while he uses Twitter to drive conversations and share live updates.

1

Why social media marketing and a Social Media Practitioner are necessary for Bosch STs future

April 2013: Employees in Eindhoven gathered at the same location at work to watch a video message from Bernhard Schuster, Senior Vice President at Robert Bosch. This confidential message was about changes that are necessary in the organization, particularly in the Marketing and Sales Departments. The goal of the project is to be better prepared for the future.

However, it was surprising not to hear anything about the new ways of marketing communications that the internet has enabled. The goal of this paragraph is to quote several things the Senior Vice President has mentioned and link this with the value that social media has to offer, which has been described and explained in this thesis.

WHY SOCIAL MEDIA MARKETING AND A SOCIAL MEDIA PRACTITIONER ARE NECESSARY FOR BOSCH STS FUTURE

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