USE OF (NEW) SOCIAL MEDIA IN THE MARKETING COMMUNICATION MIX

BY

Maarten Haan

DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF BACHELOR OF COMMUNICATION IN THE DEPARTMENT OF COMMUNICATION MANAGEMENT AT THE HOGESCHOOL UTRECHT

UTRECHT, 29/09/2010

Abstract

In a discussion with two of my entrepreneurial minded friends we came up with a plan to set up a web shop selling niche products to a target group of highly educated sports lovers and (school) athletes. Due to the fact that except for a few friends and relatives nobody will know of our web shop once it goes online, traffic to our web shop will be minimal and revenue virtually nonexistent.

Being a start-up company we do not have the funds to go big on communication. We need to use cheap but effective ways to communicate our existence to the target group.

The reason I have conducted this research is that I wanted to use (new) social media for the communication about our web shop but did not know enough of them to be able to use them properly to get the desired effect(s). I strongly believe that (new) social media, although not widely used yet, have a lot of potential for use in the communication mix. I think (new) social media can be a relatively 'cheap' but highly effective means of communication for reaching our target group. I wanted to learn about how to use (new) social media by investigating how others have and are using them and with which communication techniques they are successful.

This resulted in a communication problem that reads:
How can we as a start-up company attract our target group and generate traffic to our web shop as quickly as possible using (new) social media?

To be able to solve the communication problem I needed to do some research. I broke up the research task into a main research question and five supporting research questions. The main research question however was:

Which (new) social media in combination with which communication techniques can I effectively and efficiently use to let people know of, and generate traffic to and revenue from the web shop?

To gather the data necessary for answering the research questions and thus providing a solution to the communication problem required qualitative research. Due to the nature of the required data I have chosen to use the following qualitative research methods to collect the data:

- *Desk Research (literature and articles)*
- *Case Studies (six brands which are considered to be cases of 'best practice')*
- *Group Interview (four participants)*
- *Random Test (85 participants)*

The (new) social media 'Facebook', 'Twitter', and 'YouTube' are being used by nearly all of the brands analyzed as well as the participants of the group interview. Communication techniques such as 'Storytelling', 'Concepting', 'Long tail marketing', and (to a lesser extent due to high costs involved) 'Celebrity endorsement' can all be used in order to develop the content of my messages. These messages can be sent to (potential) customers of or our web shop through carriers such as the above mentioned (new) social media.

I have noticed a relationship between the most suitable communication technique and the message you want to convey. Visuals are best used if the message is informative or instructive. A picture or a few seconds of video tell a lot more than a thousand words could ever do. However, a start-up company is not likely to have the resources to finance the making of the quality film clips needed for use on YouTube or the involvement of celebrities in the marketing communication mix.

In essence we should start with using Storytelling and Concepting as a communications technique. When business is getting off clips on YouTube could be added and in a later stage celebrity endorsement might be a possibility (but this is only recommended for pure brands, not for a reseller web shop like we are). Although blogging is a powerful means of communication it is hardly used by companies. In the early stages of a business proper blogging is too much of a burden because it will need a lot of time and money in order to maintain the blog once it has been set up.

I have also learned that the use of (new) social media has some limitations. The most important limitations recognized are the age range (15 - 35/40) of users of (new) social media and information overload of the (potential) customer that can occur.

A short random test asking people visiting a local supermarket if the use one or more of the (new) social media in my research revealed that indeed there is an age limitation to the use of the (new) social media. In our case our target audience fits within this age range so we do not have to worry too much about the age range of (new) social media users. If it is important to reach (potential) customer outside the age range additional advertising is required.

Regarding information overload software developers have recognized this problem and have developed software solutions such as TweetDeck which help you to manage all of your social networks at the same time through one real-time browser.

Conclusions

Based on my research I have been able to come up with a marketing communication strategy (see Chapter 5) in order to get our web shop known to the target group, have traffic generated to the web shop and generate revenue. The marketing communication strategy includes a broad step-by-step plan of approach which presents the steps that I recommend should be taken during the first 20 weeks in order to make our web shop a success. This marketing communication strategy can also be applied to other companies that want to use (new) social media to their advantage.

Dedication

The process of writing this dissertation has not always been a smooth ride. Every once in a while I experienced some bumps in the road. With the help of my family and friends I managed to hold on tight and power through.

I would like to dedicate this dissertation to my grandfather. Unfortunately my grandfather is no longer among us. Just before he passed away I made him a promise to always work hard and work to the best of my abilities. I am sure he would be proud.

I would like to take this opportunity to thank a couple of people who have played a very important role with regard to the process of writing this dissertation.
For unlimited support, patience, at times kind words, guidance, motivation and support in writing this dissertation I would like to thank the following persons:

- My coach Harry Smals,
- My mom and dad,
- My sisters Marijke and Hanneke
- My girlfriend Liliana,
- My best friends Sandra and Patrick

Contents

1.   Introduction

1.1   Origin of the problem

Together with two entrepreneurial minded friends we were discussing the possibilities of setting up our own web shop to sell niche products to a projected target group of highly educated sports lovers and (school) athletes. One of my friends is specialized in ICT and the other is specialized in accounting. What I add to the mix is a specialty in marketing- and corporate communication. Except for family and close friends we expect that nobody will know our web shop exists once it goes online, therefore, traffic to our web shop will be minimal and hardly any revenue generated. In order to get people to know about our web shop and increase traffic to it we will need to perform certain communication activities. Being specialized in the field of communication I would be writing a marketing communication strategy to pre-plan and map out our communication activities.

1.2   Communication problem

Being a start-up company we don't have the funds to execute a massive marketing communication offensive. Therefore we need to look at opportunities and (modern) resources that are cheap but able to reach a sufficient number of people belonging to the target group, hopefully creating enough momentum for us to become profitable within a certain timeframe after launching.

My marketing communication strategy will have to outline the steps that need to be taken in order to solve the communication problem we face as a business. Nobody will know what our business does, where to find it, and why they have to choose our business and web site over our competitors. That is, until we tell them.

Taking into account the limited funds available and the need to address as many people of the target group as quickly as possible, I have purposely chosen to use (new) social media in the marketing communication strategy rather than traditional media. I believe (new) social media can be a relatively 'cheap' but highly effective means of communication for reaching my target group, being highly educated sports lovers and (school) athletes. Secondly, although not widely used yet, I strongly

believe that (new) social media have a lot of potential for use in the communication mix.

Summary:

The communication problem originates from the fact that no one knows about our web shop and thus there is no traffic to it. So, how can we as a start-up company attract our target group and generate traffic to our web shop as quickly as possible using (new) social media?

1.3   Research question

The reason I have conducted this research is that I wanted to use (new) social media but did not know how to use them properly to get the desired effect(s). I wanted to learn about how to use (new) social media by investigating how others are using them and with which communication techniques. I want to use (new) social media to get people to know about, and generate traffic to my web shop. The question is which of the various (new) social media in combination with what communication techniques do I need to use to generate the desired effect.

The main question to be answered with my research is therefore:

Which (new) social media in combination with which communication techniques can I effectively and efficiently use to let people know of, and generate traffic to and revenue from the web shop?

To help answer my research question I have come up with a number of sub questions:

Even though (new) social media are relatively unknown territory for most companies there are some that have been and are able to successfully generate traffic to their web site. It would be smart to learn from their mistakes and successes by having a look at cases of 'best practices'. This leads to the sub question:
- *If any, which (new) social media have other organizations used to successfully generate traffic to their web site?*

Any system, service or solution to a problem has its strengths and weaknesses. If I want to use (new) social media effectively for professional purposes I will have to know as much about these, as well as the opportunities and threats they may have for my marketing communication strategy. This leads to the sub question:

- *What are the strengths, weaknesses, opportunities and threats of these (new) social media?*

There are a number of communication techniques that can be used. I want to know which communication technique(s) I can apply using which (new) social media in order to communicate my message successfully and get the desired effect. Therefore I want to explore which communication techniques have the 'best practice organizations' used and which of those would be appropriate for solving my communication problem. This leads to the sub question:

- *Which communication techniques do the* 'best practice organizations' *use and are best used in my situation when using which (new) social media?*

All media have limitations to their use and effectiveness in terms of usability for communication purposes. To judge the medium's usefulness it is necessary to have some idea of the (potential) limitations which I would need to take into account when developing my marketing communication strategy. This leads to the sub question:

- *Are there limitations to the use of (new) social media for use in the marketing communication mix?*

Knowing the (potential) limitations I will need to find out if and how I can overcome any or all of these limitations.

- *If any, how do I overcome these limitations?*

1.4   Purpose and rationale

When being a new start-up company you have limited funds and need to grab every opportunity that presents itself to get it known to the target public. There are a lot of communication possibilities in the market to use but the (new) social media are still a much underutilized means of communication. However, I see great (communication) potential in them as they can be a fast and cheap means of communication to reach and attract certain lifestyle groups.

So, in order to be able to effectively and efficiently use (new) social media to let people know about, and generate traffic to our web shop, I first need to educate myself further on how I can use (new) social media properly for this purpose. Upon completion of my research I should to be able to create a marketing communication strategy which tells me which (new) social media to use, for what purpose they can be used, and which communication techniques can be used when communicating through them. The marketing communication strategy will state how to properly use (new) social media for our communication in order to reach our communication goal: 'generate traffic to our web shop'. I believe this research will enhance our understanding of (new) social media and how our/any business can use them to their benefit.

1.5   General structure

This dissertation consists of three major parts, each consisting of smaller sub-parts. *Table 1: 'General Structure of my Dissertation'* shows the breakup of this dissertation.

Table 1

General Structure of my Dissertation

PART 1: Preliminaries	PART 2: Text (body)	PART 3: Reference material
- Title page	- Introduction	- Bibliography
- Abstract	- Methodology	- Appendices
- Dedication	- Theoretical framework	- List of footnotes
- Table of contents	- Results	
	- Conclusions and recommendations	

2. Methodology

2.1 Introduction

The problem is to attract our target audience and to direct this audience to our web shop (generating traffic and revenue). According to Rijkenberg (2001)[1] this can be done by developing an attractive brand-concept (in our case a web shop-concept) based on the values of our target audience. In order to find out these values I needed to conduct some research. Besides finding out the values to use I also needed to find out which of the (new) social media I could use best for reaching out to the target audience. In other words: which of the (new) social media are used most by others who are successful with their web shop or web site.

According to Denscombe (2003)[2] qualitative research is most suitable for identifying processes and relationships. In qualitative research the researcher is the primary instrument for data collection and a 'measuring device', as Denscombe calls it. He also explains that, when performing qualitative research, the researcher seeks values and patterns rather than numbers or statistics (quantitative research). The values and patterns in this case are needed to formulate a marketing communication strategy and web shop concept. Therefore I have used a qualitative approach in my research using the techniques of desk research, case studies and a group interview.

When reaching the conclusion phase of my research the idea hit me that the majority of the (new) social media users might be limited to a certain age range (15 - 35/40). In order to find out if this was true I chose to do a small random test at the local supermarket (Albert Heijn) asking shoppers about their age, gender, occupation and whether they were using any of the (new) social media. The outcome of this small test is of course by no means representative for the general public. However, it gave me an indication of whether my assumption about the age range among (new) social media users was right and if I needed to change or add anything in/to my marketing communication strategy.

---

[1] Rijkenberg, J. (2001). *Concepting (First Edition).* Published by World Advertising Research Center.
[2] Denscombe, M. (2003). *The Good Research Guide (Second Edition).*Published by Open University Press

Below I have listed the research methods that I have used for data collection and to gather the other information needed to answer my research question. I have also included a short motivation on why I decided to use these particular ones above other available methods.

2.2   Desk research

The first step was to see if other organizations had already used (new) social media in their marketing communication mix. So, I started with desk research to find out. I have researched literature and numerous articles in order to find existing data on the use of (new) social media in general as well as specifically for the purpose of generating traffic. The advantage of doing a literature review at the beginning of the research is that I do not invent the wheel a second time.

The result of this literature review led me to the conclusion that there is no existing data available with which I could solve my problem. The use of (new) social media as a communication tool is only briefly mentioned here and there. Therefore, additional research was needed.

2.3   Case studies

To obtain the data I needed I have performed case studies on a number of organizations which have been and are successful at generating traffic to their web site / web shop using (new) social media. According to Denscombe (2003) *'Case studies focus on one instance (or a few instances) of a particular phenomenon with a view to providing an in-depth account of events, relationships, experiences or processes occurring in that particular instance. Doing a case study is very suitable for theory-building and theory-testing'.* [3]

In this case I have performed case studies on six different organizations listed in *Table 2: Organizations Used for Case Studies*. These six organizations can be categorized into three main categories; Food and beverages, Athletics, and Technology. The results of the case studies are of a qualitative nature and are

---

[3] Denscombe, M. (2003). *The Good Research Guide.* p.30

referred to by Denscombe as *'soft data'*[4] because they cannot be quantified and it is hard to use them for the purpose of generalization due to the small amount of test cases. They can however point to a direction. The results of the case studies can be found in Appendices 5 to 10.

Table 2

Organizations Used for Case Studies

CATEGORY 1: Food and Beverages		CATEGORY 2: Athletics		CATEGORY 3: Technology	
Starbucks [5]		*Under Armour* [6]		*Apple* [7]	
Subway [8]		*Ultimate Fighting Championship* [9]		*Nokia* [10]	

2.4   Group interview

Another method I used to collect data is the group interview. Using a group interview with the topic (new) social media, the researcher is able to get a firsthand and in-depth look into what moves people to be active on (new) social media. According to Denscombe (2003) group interviews are suitable: *'If the researcher wishes to investigate emotions, experiences and feelings rather than more straightforward factual matters, then he or she may be justified in preferring interviews to the use of questionnaires. The nature of emotions, experiences and feelings is such that they need to be explored rather than simply reported in a word or two.'*[11]

---

[4] Denscombe, M. (2003). *The Good Research Guide.* p.39
[5] Logo Starbucks (2010), Retrieved June 20, 2010, from:
http://ladylibertytoday.files.wordpress.com/2009/10/starbucks-logo.jpg
[6] Logo Under Armour (2010), Retrieved June 20, 2010, from: http://www.sporthaus-krauss.com/contentd/images/stories/FirmenLogos/under_armour_logo.jpg
[7] Logo Apple (2010), Retrieved June 20, 2010, from: http://edwinfotografeert.files.wordpress.com/2009/12/apple-logo13.jpg
[8] Logo Subway (2010), Retrieved June 20, 2010, from: http://www.pr.com/company-profile/image-gallery-item/1214-1100
[9] Logo Ultimate Fighting Championship (2010), Retrieved June 20, 2010, from:
http://weblogs.wpix.com/sports/thehuddle/Ufc_logo.jpg
[10] Logo Nokia (2010), Retrieved June 20, 2010, from: http://www.mobilewhack.com/wp-content/images/2009/04/nokia-logo.jpg
[11] Denscombe, M. (2003). *The Good Research Guide.* p.165

I have decided to organize a group interview because I wanted to investigate why and to what purpose the participants use (new) social media and have them challenge each other on this topic during the interview. If I would have interviewed these people one-on-one it would have given me the advantage of greater control over the interview but it would have eliminated the option for the participants to challenge each other's opinions. I believe that the participant challenging each other's opinions is a good thing because it forces them to explain the emotional reasoning behind their opinions.

However, challenging each other's opinion can also be a pitfall. Some participants might be a little more comfortable voicing their opinion and challenging others on theirs, whereas other participants might shy away from a discussion once their opinion has been challenged by one of the more dominant participants. It is for this reason that I decided not to randomly select the participants but to select four people out of my social circle with a similar education and social background and an interest in physical sports. However, they all have very different interests in life and work in very different sectors. The group interview was performed within a time frame of one hour. The results of this group interview can be found in Appendix 11.

2.5   Random test

At the conclusion phase of my research I realized that use of (new) social media might be limited to certain age-groups, i.e. 15 - 35/40 years of age. To find out if this was true I conducted a small a-select random test in the local mall. During one hour I asked 85 people visiting the Albert Heijn if they knew about and used either one of the (new) social media of my research. Although the results cannot be extrapolated as a result of the small sample they do give a direction. The result of this random test can be found in Appendix 12.

3. Theoretical framework

Over time a number of different communication techniques have been developed that can be used to convey a message. Books such as 'Principles of Marketing' (by Kotler and Armstrong, 'Concepting' (by Rijkenberg), Advertising: Principles and Practice (by Wells, Moriarty and Burnett), all discuss these techniques. My research has indicated that out of all these techniques four techniques are used most frequently when communicating through (new) social media. In this chapter these four techniques are being described.

3.1 Storytelling

One of the oldest techniques is storytelling. Long before we could write storytelling was the main means of communicating between people. In modern times storytelling is also used in a marketing way to sell products or services. The purpose of storytelling is to make your message stick. Storytelling these days happens through descriptive texts and (especially) visuals. In order to make the audience remember the story over a longer period of time it should contain elements to which the audience can relate to. Methods of storytelling can be an ad or advertorial in a magazine or a commercial on TV.

Other methods of storytelling, which may not be immediately obvious, include web-log or blog writing and networking sites. In his article 'Unraveling the technique of storytelling', Love (2008) states that: *'The bloggers are seen as company evangelists, able to harness their storytelling – or narrative knowledge, as it's sometimes described – to open up the organization in a way no other communication tool can.'*[12] So, by using blogging as a modern way of storytelling a company can communicate in a direct way no other means of communication can.

How does this theory tie in with my research?

Nowadays we have a fairly large array of (social) media at our disposal that are ideal for communicating using storytelling techniques. When people read a blog (web-log), watch a vlog (video-log), or visit an online profile they will all read a story which

---

[12] Love, H. (2008). *Unraveling the technique of storytelling.* Retrieved June 24, 2010. From: http://www.hayes-singh.com/page3/SCM%20Storytelling%20June%2008.pdf

ultimately includes a message. This is a way storytelling can be done in the 21st century. So, the art of storytelling has not changed, just the technical means through which you tell the story.

Still using traditional media as well, organizations are also slowly making a shift towards social media because a sizeable part of their target audience can be found on it. Sometimes companies hire company bloggers, or have their executives write blogs. One thing these blogs offer is a sort of 'personalized' context to which you can relate the organization's message to. When using this form of storytelling well one can trigger compassion or other emotions within the mind of the reader.

3.2   Long tail marketing

A new way of marketing is long tail marketing. Long tail marketing arose in 2004 when Chris Anderson, executive editor of WIRED magazine, developed a theory called the long tail. *Figure 1: The Long Tail* depicts the essence of this theory. It clearly shows why it is called 'long tail'. Anderson makes a distinction in a new marketplace between two categories: 'head' and 'long tail'. These categories are both defined based on two variables: 'popularity' and 'products'. When looked at the 'head' part (red) of the graph one can see that there are only a small amount of products that experience a very large amount of popularity.

Looking at the 'long tail' part (yellow), it can be seen that a significantly larger amount of products experience a low amount of popularity. However, this range of products that make up the long tail is larger in size than the range of products that make up the head. According to Anderson the amount of revenue that the products in the long tail produce outweighs the amount of revenue that the few products in the head produce. Therefore he advises companies to stop looking for that one big sale and focus on making millions of smaller sales. Of course, this can only be done when using low cost selling channels (i.e. web shops) and if you are able communicate to the target customers the availability of these products. This can be done by using long tail marketing.

Figure 1. *The Long Tail*[13]

Long tail marketing uses the exact same concept and applies it to generate traffic to your business' web site. In essence, what long tail marketing does is it to *'treat people as individuals or small groups each with their unique interests and needs.'*[14] Chris Anderson (2004) explained long tail marketing using this example. He said: *'assume a business sells trips and travel packages. Most businesses would use the word 'vacations' as a search engine keyword in order to target their audience. This makes it very hard for you to compete with all the other businesses that use the exact same keyword. Therefore, Anderson suggests, you use 'Honeymoon package to the Bahamas' as a search string, which is a far more specified and tailored string of keywords. People who type in (part of) this phrase in a search engine will get to your website which happens to cater their exact needs (niche).'*[15]

How does this theory tie in with my research?

It is clear that (new) social media enable you to use long tail marketing to perfection. They allow you to target small and specific groups of people and provide them with an offer tailored to their needs. By using long tail marketing you should be able to address your audience's individual needs and draw them to you web site / web shop.

3.3   Concepting

Another modern way of communicating is 'Concepting'. With concepting you are able to present a message by using a concept as a basis. In essence concepting is defining a profile consisting of certain values and attitudes that appeal to a target set of customers because they can identify with them. The art of concepting is being

---

[13] Source: Anderson, C. (2010). *The Long Tail, Chris Anderson's Blog.* Retrieved February 23, 2010. From: http://www.longtail.com/the_long_tail/about.html
[14] Anderson, C. (2010). *Interview with Chris Anderson.* Retrieved March 5, 2010. From: http://longtail.sitesell.com/
[15] Anderson, C. (2006). *Boost you online sales with long tail marketing.* Retrieved June 24, 2010. From: http://www.bizwaremagic.com/long_tail_marketing.htm

creative and innovative. In 2001 Jan Rijkenberg wrote a book called 'Concepting: Creating successful brands in a communication-oriented era'. Even though the book was written in 2001 his theory is still very accurate and topical and is being used more and more. Rijkenberg took the marketing mix and more or less turned it inside out. As depicted in *Figure 2: 'Reversed Marketing Mix'* (Rijkenberg 2001) the marketing mix, also known as the 4P's, go in the order of 'product', 'price', 'place', and 'promotion'. Rijkenberg's concepting theory approaches the marketing mix the other way around, starting with a concept which is communicated (promoted) targeting lifestyle groups rather than target groups based on demographics. A concept is defined by Rijkenberg as 'a rubric under which one could find visions, attitudes, convictions, philosophies, mentalities, motivations, 'wavelengths', areas of interest, world views and, indeed, whole 'worlds', which the brand wants to elicit'.[16]

Figure 2. *Reversed Marketing Mix*[17]
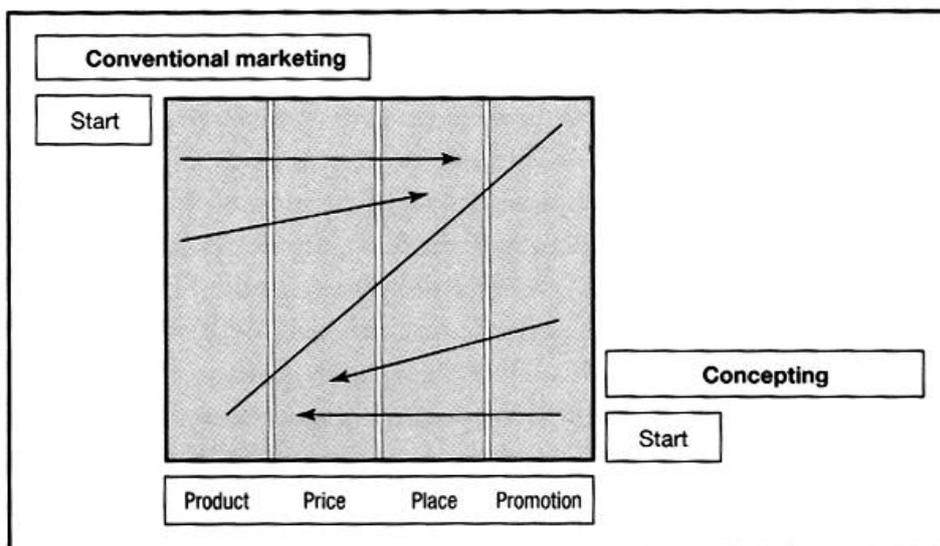
How does this theory tie in with my research?

Concepting is a modern way of communicating and can be used to attract people that are part of specific lifestyle group(s) or groups with certain visions, attitudes and believes. Using concepting in my communication through (new) social media I might be able to grab the attention of these lifestyle groups interested in our products.

---

[16] Rijkenberg, J. (2001). *Concepting.* p.3
[17] Rijkenberg, J. (2001), *Concepting.* p.6

People within these groups should be drawn to my web site because they identify with my vision, attitude and philosophies.

3.4   Celebrity endorsement

Canning and West describe celebrity endorsement as follows: *'Celebrity endorsement is an older communication technique. In its simplest form, endorsement entails the backing, supporting and/or approval from a third party i.e. a spokesperson. Usually that spokesperson is a celebrity, a publically well known person. The spokesperson may represent a typical customer, the product class expert, the company president or a celebrity (Friedman and Friedman, 1979). The spokesperson is communicating to the target audience the benefits from using the product(s), service and/or brand/company contained in the message. Whichever one is used, the requirement remains the same i.e. that a message be made more convincing by using a 'trusted' spokesperson to convey it. Celebrity endorsers are seen as dynamic and as possessing attractive and likable characteristics (Atkin and Block, 1983) and an endorser's qualities can be transferred to an organization's product(s) or service(s) (McCracken, 1989; Walker et al, 1992). By way of their fame, celebrities can attract attention and achieve high in recall rates'.*[18]

The use of a celebrity can also backfire if the celebrity is misbehaving, gets arrested for drinking and driving or when found using drugs, or when his or hers popularity is dwindling. A well known example of a celebrity behaving badly is Paris Hilton, daughter of Rick Hilton, owner of the Hilton Hotel Empire. Her criminal sheet includes, among others, felonies such as driving while under the influence of alcohol, (excessive) speeding, and a hit-and-run accident.

How does this theory tie in with my research?

Celebrities enjoy lots of attention. If you have for instance a favorite basketball player, chances are that you would like to be as good at basketball as he is. People often have an inner desire to become their favorite athlete, actor or artist. At the very least you want to know things about your favorite celebrity so you follow them (closely). This is how a celebrity can be used as a 'draw'. Due to his status in society a celebrity such as Michael Jordan endorsing Nike products will lead his fans to start

---

[18] Canning, L. West, D. (2010). *Celebrity endorsement in business markets.* Retrieved June 28, 2010. From: http://www.impgroup.org/uploads/papers/5651.pdf. p.2

buying Nike products as well. You might not be able to be the athlete he is, but you can sure look like him. Therefore celebrity endorsement can lead to an increase in traffic to an online store as well as an increase in customers visiting connected physical stores.

3.5   Psychology used in communication

How does advertising work? What makes a TV or radio commercial work? It is all due to psychology. Basically, if you talk about the effectiveness of advertising you are talking about the impact the message in an advertisement has on the receiver. Communication specialists rely on various theories of psychology in order to ensure that their communication activities effectively reach the targeted audience, resulting in a predetermined (desired) effect. When we talk about psychology we talk about *'the scientific study of thinking, emotion, and behavior'*[19]. Studies have been and are still being performed to map out these psychological processes. These studies help us in the understanding, controlling and affecting the thinking, emotions and behavior of the target audience.

When communicating, the sender sends out a message to which he expects to get a certain response from the receiver, usually in the form of a change in attitude or behavior. In order to explain the basic nature of communication one can use the 'AIDA model' (which stands for **A**ttention, **I**nterest, **D**esire, **A**ction) also referred to as the 'hierarchy-of-effects-model'. Depicted in *Figure 3: 'AIDA Model'*, the idea is that first an advertisement attracts attention closely followed by the generation of interest. After a while and/or when faced with the advertisement often enough it generates desire, and finally stimulates action to realize the desire. If the buyer is happy with the product he or she might stay loyal to the brand.

---

[19] Author unknown. University of Idaho. (2006). *Psychology and Communications studies.* Retrieved June 28, 2010. From: http://www.class.uidaho.edu/college/units/psych/overview.htm

Figure 3. *AIDA Model*[20]

FROM BROWSING TO CONTINUOUS BUSINESS TRANSACTIONS
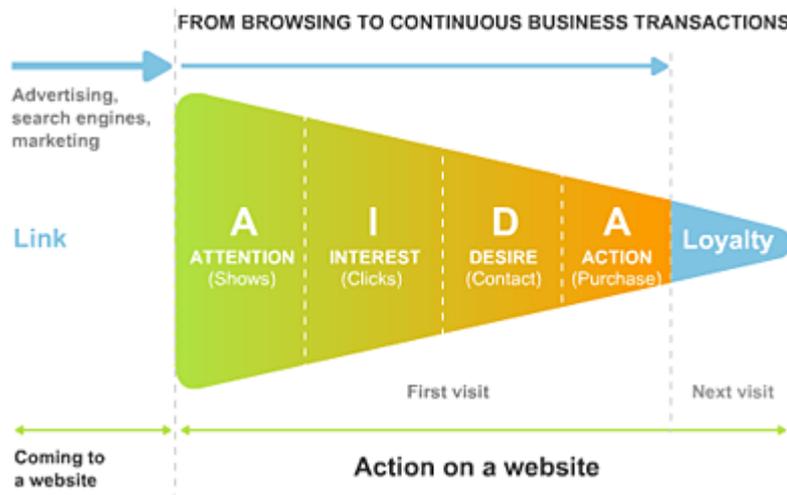
This is, however, a fairly simplistic approach to defining the effects of advertising. A more elaborate explanation for the various types of customer responses is provided by the 'Facets model of effective advertising' which is depicted in *Figure 4: 'Facets Model of Advertising'*. The model consists of six categories of customer responses which can be found in *Table 3: 'Customer Responses'*.

Figure 4. *Facets Model of Advertising*[21]

---

[20] Author unknown. (2010). *From Browsing to Continuous Business Transactions.* Retrieved June 24, 2010. From: http://www.gaumina.lt/tuuletin/fileadmin/_temp_/marketing_01.gif
[21] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.103

Customer responses		
1.	**Perceive** (perception)	*'the process by which we receive information through our five senses and assign meaning to it'* [22]
2.	**Understand** (cognition)	*'refers to how customers responds to information, learn, and understand something'* [23]
3.	**Feel** (affective/emotion)	*'describes something that stimulates wants, touches the emotions, and creates feeling'* [24]
4.	**Connect** (association)	*'the process of making symbolic connections between a brand and characteristics, qualities, or lifestyles that represent the brand's image and personality'* [25]
5.	**Believe** (persuasion)	*'the conscious intent on the part of the source to influence or motivate the receiver of a message to believe or do something'* [26]
6.	**Act** (behavior)	*'response involving action of some kind'* [27]

Perception:

When you design for instance an ad, TV commercial, promotional web site, or web shop, you want it to create one or more of the abovementioned responses by the (potential) customer. An ad can be designed for instance to increase a brand's exposure, this involves the customer's perception, or create a connection between person and brand. The trick to creating exposure is getting the customer's attention even though he is being bombarded with ads (stimuli) every day. By communicating messages that are relevant to the customer's special interest, that interact with certain emotions of the customer, he/she is likely to 'allow' the ad to be perceived.

Cognition:

When a brand is trying to target cognition (a rational response to a stimulus) with its ad it is trying to create understanding. Often the customer has a need which the brand is trying to fulfill with its product(s) or service(s). Therefore it will present information (arguments) which tells the customer that his/her need can be fulfilled when they buy the brand's product(s) or service(s). If the customer uses the cognitive

---

[22] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.104
[23] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.106
[24] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.109
[25] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.110
[26] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.113
[27] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.116

learning route he will collect as much information about the product(s) or service(s) as possible before making a buy. It is up to the brand to differentiate itself from the competition.

The customer stores the things he/she learned about the product(s)/service(s) and files this information in memory. A purchase can happen either shortly after the learning process, or sometime in the future. Creating a cognitive response will enable the customer to recall the message at any point in the future. This can lead to a delayed purchase based on the ad's message, for example when the customer is faced with a buying decision sometime after he was exposed to it or he/she had to wait to get the funds available needed to make the buy.

Affection:

Affective or emotional responses to ads are very important because when you like an ad you are more likely to like the brand as well. These responses are created when an ad stimulates wants, touches emotions, and creates feelings. The keyword in the previous sentence is 'wants'. Needs involve items that you absolutely need in order to have a reasonable quality of life. Wants involve items that you do not necessarily need, but that you would like to have anyway.

Some ads can make you want products you do not really need. If you have a perfectly good car there is no need for you to buy a new car. But an ad for the new Ford Mustang can play on your feelings as a man, creating the desire to have such a nice looking muscle car. If the ad gives you goose bumps and makes you want to buy the new Ford Mustang even though you already have a car, then the brand has been successful at creating an affection-based response.

Association:

An ad can create association by linking the product(s)/service(s) of a brand to things that the customer values. For example, Coca Cola links its brand to 'happiness' and 'celebration'. McDonalds is associated with (fast) food. Rolex stands for quality, status and luxury. All these brands have become symbols for the values they represent. McDonalds has worked hard at getting rid of their association with unhealthy food and creating large amounts of waste. This is why they have

introduced all sorts of salads, have reduced the fat and sugar content of their foods and have installed a recycling process to reduce waste. By changing their production processes and assortment, and advertising these changes, they are trying to position themselves more as an environmentally friendly family restaurant.

Persuasion:

Through the use of rational arguments and compelling emotions in their ads brands are trying to influence or motivate the customer to change their attitudes and/or behavior. The brand is trying to engage the customer in its message, creating involvement. Higher involvement results in better brand-customer relationships. Involvement is linked to how relevant an ad is for you. High-involvement products are usually high-priced, such as a car, refrigerator, computer or TV. You pay a lot of attention to ads for these products because they assist you in making your buying decision. Low-involvement products are usually low-priced, such as toilet paper, milk, pens or bread. You do not spend much time on looking at ads for them; you just buy them without thinking.

Figure 5. *WW I & II Navy recruitment ad*

Behavior:

Most advertising campaigns are designed to make you do something (differently). Their success is often measured in their ability to make you buy a certain product or service, visit a web site or change certain behavior like separating plastic from other garbage. A well known example of an ad that was designed to

get an action-response is the World War I & II ad that says: 'I want you', an example of which is given in *Figure 5: WW I & II Navy recruitment ad*. Not a subtle message, but it was effective at recruiting people to join the U.S. Army, Navy or Airforce and that was the behavioral response the ad was looking to create.

How does this theory tie in with my research?

There is a strong relation between marketing and psychology. With marketing we use certain 'psychological tactics' to make people like our brand, product(s) or service(s). With marketing communication we are trying to persuade people to buy our product(s) and/or service(s) or change their behavior. The purpose of our marketing efforts is to create revenue. In order to do this successfully we need to get into the

mind of the customer, we literally need to know how the human brain works. Marketing depends on psychology to provide answers to questions such as: 'How do we get the customer's attention?' 'How do we affect the customer's way of thinking?' 'How do we make the customer act in a certain way?' Without knowledge from the field of psychology marketing would be highly ineffective because marketing practitioners would not be able to understand how customers think, feel and act.

Informational and transformational nature of communicating

Communications can be designed to be informational, transformational, or a combination of both. This can also be applied to the commercials made for use on YouTube many of which are in essence advertisements as well.

When a communication is designed to be informational it provides the customer with factual and relevant data which assists him in making his buying decision. Informational advertising *'educates the public on:*

1. *What are the benefits and features of a product;*
2. *What it does or can do;*
3. *How it compares with competing or similar products in value and benefits;*
4. *Where it can be bought.'* [28]

Even though a brand designs an ad for the purpose of being informational, it is only truly informational if the customer perceives it to be so.

Transformational advertising or communication is *'a form of emotional advertising that aims to relate emotional experiences to the product or service being advertised, and then tries to change these emotions into an active interest in purchasing.* [29] If these emotional experiences appeal to you it will be more likely that you will buy the brand's products in an attempt to get the emotional experience depicted in the brand's ad.

---

[28] Business Dictionary. (2010). *Search term: 'Informational Advertising'.* Retrieved July 31, 2010. From: http://www.businessdictionary.com/definition/informational-advertising.html
[29] Media Dictionary. (2010). *Search term: 'Transformational Advertising'.* Retrieved July 31, 2010. From: http://www.mediadictionary.com/definition/transformational-advertising.html

Ads do not have to be solely informational or transformational; they can also be a combination of both. If your ad is a combination of both it falls in one of the following four basic categories:

1. *High Transformation / Low Information*
2. *Low Transformation / High Information*
3. *High Transformation / High Information*
4. *Low Transformation / Low Information*[30]

How does this theory tie in with my research?

Whether your communication is intended to be informational, transformational or a combination of both strongly affects the way you have to construct your messages. Being a start-up business we will need to apply both informational and transformational communication. Since the majority of our audience will not be familiar with our business and our products we will need informational messages in order to educate the customer on what our product line does for them, how it works and how and where they can buy it. Aside from educating the customer we will also need transformational messages in order to play into their emotions and to show the customer on what emotional level they will experience a benefit after purchasing our product(s). If possible it might be interesting to construct messages that serve both an informational as well as a transformational purpose.

---

[30] Association for Consumer Research. (2009). *Informational and Transformational Advertising.* Retrieved July 31, 2010. From: http://www.acrwebsite.org/volumes/display.asp?id=6323

4. Results

4.1 Introduction

For my research I have analyzed six brands which successfully use (new) social media. When analyzing these cases I have tried to find out which of the communication techniques described in *Chapter 3 'Theoretical framework'* are being applied by these six brands when communicating through (new) social media. Furthermore I have looked at the psychology behind their communication in terms of the desired customer responses. This chapter will present the main results of these analyses. The full case analyses can be found in Appendix 5 to10.

After reviewing six brands which represent cases of 'best practices' when it comes to the use of (new) social media I have summarized the results in the two tables shown below. *Table 4: 'Social Media Used'* provides an overview of which brand uses which (new) social media. *Table 5: 'Communication Techniques Used'* provides an overview of which communication technique(s) each brand uses when communicating through these (new) social media.

Table 4

Social Media Used

Brand	(new) Social media used			
Brand	*Facebook*	*Twitter*	*YouTube*	*Company Blog*
Under Armour	x	x	x	x
Ultimate Fighting Championship	x	x	x	x
Starbucks	x	x	x	
Subway	x	x		
Apple		x	x	
Nokia	x	x	x	

Table 5

Communication Techniques Used

Brand / Social media	Communication techniques used through			
	Facebook	*Twitter*	*YouTube*	*Company Blog*
Under Armour	Concepting	Concepting	Storytelling/ concepting/ celebrity endorsement	Storytelling/ celebrity endorsement
Ultimate Fighting Championship	Storytelling/ concepting	Concepting/ long tail marketing	Concepting/ celebrity endorsement	Concepting/ celebrity endorsement
Starbucks	Storytelling/ Concepting	Concepting/ long tail marketing	Concepting	
Subway	Storytelling	Concepting/ long tail marketing		
Apple		Concepting	Storytelling/ concepting	
Nokia		Long tail marketing	Storytelling/ concepting	

Communication techniques such as 'storytelling', 'concepting', 'long tail marketing', and 'celebrity endorsement' can be used in order to develop the content of your message. This message has to attract your target audience and is the basis of all of your communication. In order to sustain the message you will need a carrier which can carry your message and successfully get it to your target audience. Examples of carriers are a commercial, an advertisement, a celebrity or even a web shop (or web site).

Most used (new) social media

My research has shown me that 'Facebook', 'Twitter', and 'YouTube' are being used by nearly all of the brands analyzed. It proves to be an effective and efficient way of communicating. Apart from assigning someone to manage the account(s) there are hardly any costs.

Company blogs are only used by Under Armour and UFC, of which Under Armour more or less outsources blogging to its contracted celebrity athletes. The use of

company blogging is still not much used or understood by most companies but has potential as a direct and strong way of communicating with (potential) customers. Organizations could use blogging to enhance or establish loyalty to the organization because the communication would look personal.

Favorite Communication techniques

The case studies have also shown me that when communicating through these (new) social media there are multiple communication techniques that can be used. However, I have noticed a relationship between the most suitable communication technique and the message you want to convey. For example, if your message is informative or instructive it is best to use visuals. One picture or a couple of seconds of video material can convey much more information and have it better stored in a person's memory than words could ever do.

Customer responses

As with any medium, when choosing to communicate through (new) social media you need to take into account the customer's response(s) you want to create with your communication. This/these response(s) denotes the communication technique needed. Generally speaking any of the communication techniques can create multiple customer responses but visualizations are best used in complex messages or when creating emotional attachment to a product, service or brand.

When using the storytelling technique when communicating through Facebook one is likely to get a perception-, cognitive-, persuasion- and/or behavior-based response. Which response your communication actually creates depends on the format of the message you are sending. The use of the storytelling or the concepting technique on YouTube can create any of the six customer responses (see paragraph 3.5, *Table 3: Customer responses*), depending on the way you have given shape to the message. However, using these techniques in combination with YouTube is very effective for creating affection-/emotional-based responses.

4.2   Facebook

When communicating through Facebook, the communication techniques used most are 'storytelling' and 'concepting'. Wall posts on Facebook can be up to 500 characters so this allows for the use of descriptive sentences. However, one visual can tell a customer more than a thousand words can. Facebook also offers the option of including pictures and/or video content which can be used to support a message. Viewers are more likely to recall a message when you visualize it for them. The same applies to values that are 'sacred' to a brand. Telling your customers for example that you care about the environment in a descriptive message will not be as powerful as showing them you do and how in a video. By including a picture or video in your wall post you can show the customer what you are doing to stay true to this value. All of the brands that are active on Facebook have lots of pictures and videos present.

But every system has its plusses and minuses. In *Table 6: 'SWOT-Analysis Facebook'* a SWOT analysis is given with respect to the use of Facebook for (marketing) communication purposes.

Please note that the SWOT-analysis is not applied as it usually is. Normally all boxes would apply to Facebook. In this case the strengths- and weaknesses-box apply to Facebook and the opportunities- and threats-box apply to our web shop.

Table 6

SWOT-Analysis Facebook

SWOT-analysis Facebook	
Strengths	*Weaknesses*
• Reasonably simple to use, even older people can learn it • Over 400 million active users • 50% of user log onto Facebook every day • Use of up to 500 characters in wall posts • Include pictures, videos, links in wall posts • Mobile application allows you to use Facebook from your cell phone	• Privacy settings often change • By opening up an account you give Facebook the right to sell your user info to third parties • You will have to invest time/money into managing your account • Use probably limited to people under age 40
Opportunities	*Threats*
• Option to advertise on Facebook • Setting up a group or fan page • Influence discussions about your brand/products	• It may be hot now but out tomorrow (like Second Life) • It may become too popular resulting in slow performance or disfunctioning • People might get bored with it or getting fed up with advertorials on Facebook • Information overload

As can be seen Facebook has enough potential to be used in marketing communication. It has to be used sensibly to prevent loosing the user's attention. It is also important to closely follow its development (i.e. new features and popularity) to either create new possibilities or to prevent loosing the user/customer. Nevertheless, Facebook should be a standard option in the marketing communication mix and is ideal for long term commitment.

4.3   Twitter

When communicating through Twitter, the communication techniques used most are 'concepting' and 'long tail marketing'. Because your tweets are limited to 140 characters they do not allow for posting descriptive messages. However, if you are doing something that relates to one of the values that is 'sacred' to your brand Twitter allows you to tell the world about it. If your followers like your tweet they have the option of supporting it by a retweet. If you are able to attract sufficient followers Twitter can be used for mass communication.

Twitter can also be used for long tail marketing. For this purpose the amount of followers is irrelevant because the Twitter user does not have to follow you in order to receive your tweet. Twitter allows you to communicate a message that is tailored to a Twitter user's individual need(s). For example, if you have a business that sells TV's you start by using Twitter's search function to find tweets of users that included the terms 'buy', 'new', and 'TV'. Next you manually filter out the tweets of users that are really looking to buy a new TV and you tweet them a personalized message including a link to your products.

All of the researched brands use Twitter for this purpose. It is an effective and efficient way of making people/customers feel special as the tweets can be directed on a personal level. But also Twitter has its plusses and minuses. In *Table 7: 'SWOT-Analysis Twitter'* a SWOT analysis is given with respect to the use of Twitter for (marketing) communication purposes.

Please note that the SWOT-analysis is not applied as it usually is. Normally all boxes would apply to Facebook. In this case the strengths- and weaknesses-box apply to Facebook and the opportunities- and threats-box apply to our web shop.

Table 7

SWOT-Analysis Twitter

SWOT-analysis Twitter	
Strengths	*Weaknesses*
• Fairly simple to use • Over 106 million accounts • Generates over 180 million unique visitors every day • Mobile application allows you to use Twitter from your cell phone • Rapid communication, news spreads faster through Twitter than through regular news agencies • Communication can be on a personal level • Ideal to 'hype' things up	• Tweets are limited to 140 characters • Only option to include links to pictures or videos instead of including the original • Use probably limited to people under age 30 • There is no controlling mechanism to prevent disinformation from spreading fast • Network is over capacity due to too many tweets at the same time • Tweets can be found through Google (privacy issue)
Opportunities	*Threats*
• Quick and easy way of direct communication to individuals or smaller or larger groups • Ideal for long tailing • Integrates well with other applications • Linking to content on other web sites • Twitter news feed on web sites	• Now you are hot next you are out, new technology becomes available • Amount of active users is unknown • Twitter is not considered as a credible source of information • Information overload

As can be seen Twitter has an enormous potential to be used in marketing communication. The fact that it can be used to communicate on an individual level makes it very powerful. However, due to the fact that there is no controlling mechanism to prevent disinformation or hypes being spread like fire, it must be cautiously used. It is vital that the (potential) customer knows the tweet is legitimate. Again, like Facebook it is important to closely follow its development. However, if wisely used Twitter could be a good option in the marketing communication mix.

4.4   YouTube

When communicating through YouTube, the communication techniques used most are 'concepting' and 'storytelling'. Videos allow for the communication of large amounts of information in a relatively short period of time. They also allow for conveying emotions in your communication, which help in persuading the viewer to perform certain actions. The images support your message and help the viewer recall your message at a later point in time, for example when faced with a buying decision.

For seeing is believing. Writing about values that are 'sacred' to your brand is not as powerful as showing them how you stay true to these values.

A powerful tactic is having celebrities endorse your products in your video by wearing them or telling the viewer about them. Not only can these testimonials affect the customer's buying decision, it also creates great exposure for the brand if it becomes associated with the celebrity. For example, if you do a search on YouTube on the name of a celebrity the commercial in which he/she endorses your product(s) will come up in the search results as well.

Besides Subway all of the brands that have a presence on YouTube have uploaded pictures and/or videos. It is a very powerful way of communicating to a large audience. It allows for triggering all or most of the emotional responses used in a buying decision, like cognition, affection and persuasion.
Like the other media YouTube has its strengths and weaknesses. In *Table 8: 'SWOT-Analysis YouTube'* a SWOT analysis is given with respect to the use of YouTube for (marketing) communication purposes.

Please note that the SWOT-analysis is not applied as it usually is. Normally all boxes would apply to Facebook. In this case the strengths- and weaknesses-box apply to Facebook and the opportunities- and threats-box apply to our web shop.

SWOT-analysis YouTube	
Strengths	*Weaknesses*
• Possibility to create your own channel(s) which people can sign up to • There is no time limit to a video • Videos can be viewed with standard means (like Media player) • Exceeds 2 billion views a day • Average person spends 15 minutes a day on YouTube.	• Possible pixel size and density of videos still limited i.e. full screen videos are not possible yet • No possibility to save the video on hard disk (you need a second application to do this)
Opportunities	*Threats*
• Integrates well with websites • Create your own 'TV-program' with company information or product explanations • Add link to the video(s) in any communication	• Unknown amount of active users • Performance • Too much (Google) advertising around the videos taking away the attention or getting people annoyed

YouTube is a very powerful tool when used in marketing communication. In videos you can express the company values and/or appeal to the viewers believes and attitudes in a way no other communication technique can. Creating your own video or TV-channel to which people sign up to is a powerful way to communicate. The only drawback so far is the limit in video size (amount of pixels) due to limitations in the capacity of the server(s) and network(s). Apart from the funds needed to make the video(s) there are no other costs. There is hardly any need to manage the account. The only thing you need to do is add new videos to your account or delete old ones.

4.5   Limitations of (new) social media

Age range

Aside from a lot of opportunities these (new) social media also pose certain limitations. The first limitation is one that applies to Facebook, Twitter as well as YouTube. Most of the users of such (new) social media are probably young. I expected the majority of its users to be between 15 and 35 years old for Facebook and Twitter and up to 40, and 45 for YouTube. In order to find out if this was true I chose to do a small random test for an hour at the local supermarket (Albert Heijn) asking shoppers about their age, gender, occupation and whether they use any of

the (new) social media. By just focusing on the use of (new) social media it is possible that we are not able to reach too many (potential) customers over 35 to 40 years old.

Research has shown that although there are a number of people (see *Table 9: 'Summary Results Random Test'*) that are older than the expected age limit of 35 that use Twitter the hypothesis holds true.

Table 9

Summary Results Random Test

	Makes use of:			
	Twitter	*Facebook*	*YouTube*	*Blogging*
Total	27	52	71	12
> age 35	9	19	19	5

Information overload

Another thing that can be considered a limitation is the large amount of information that flows through (new) social media such as Facebook, Twitter and YouTube. If you follow a number of people on Facebook and/or Twitter your news feeds become increasingly hard to keep up with. You are likely to miss pieces of information because there is just too much of it.

4.6   Overcoming the limitations

Age range

Of course the perceived age limitation is only a problem if the target customer is out of the range of 15 - 35/40 years of age. If your target group fits within this range you will not experience too much trouble when trying to reach the target group.

If you are also trying to reach people that are over 35 years of age you will have to rely on other tactics as well. Some people may have friends or relatives that do use Facebook or Twitter and are able to get people enthusiastic too. If your products are of good quality it is likely that mouth to mouth communication will bring in customers that are over 35 years of age through the use of your web shop or web site. Also, if you sell clothing people might see one of your younger customers wear your clothing. This exposes them to your brand and product(s). If they like it they might ask your customer where he or she bought it. If the age limitation is a threat to the business

then you might want to consider advertising in print magazines / newspapers as well. However, it is expected that once more and more of these (new) social media are used in businesses wise fashion the age limit will go up as workers are more and more exposed to these (new) social media and learn how to use them.

Information overload

Software developers have noticed users of multiple (new) social media networks to experience information overload. There is just too much information being 'fired' at them and they have to visit the web site of every individual social media network in order to retrieve information. This gets worse if people get older when information handling in a short time span is more difficult. This phenomenon is so serious that it is officially labeled as an ailment called Information Overload Syndrome (IOS).[31]

These software developers recognized a business opportunity in this problem and are now offering (free) software solutions to manage your social media news feeds. One of the best known and most popular pieces of software for Twitter is TweetDeck. TweetDeck defines itself as: *'your personal real-time browser, connecting you with your contacts across Twitter, Facebook, MySpace, LinkedIn, Foursquare, Google Buzz and more'*[32]. What TweetDeck offers is a piece of software that allows you to manage news feeds from the aforementioned social networks through columns. Every column represents a news feed and TweetDeck allows you to update your status in any of the networks from one screen. This way you do not have to visit every single network separately to view your news feed or update your status.

---

[31] Information Builders (2010). *Jefferson Regional Medical Center Cures Information Overload Syndrome.* Retrieved July 3, 2010. From: http://www.informationbuilders.com/applications/jrmc.html
[32] TweetDeck (2010). *Homepage.* Retrieved Juli 3, 2010. From: http://www.tweetdeck.com/desktop/

5. Conclusions and recommendations

Based on my research I am now able to come up with a marketing communication strategy in order to get our web shop known to the target group and have traffic generated to the web shop. In this chapter I explain which (new) social media I plan to use and which communication techniques when using these (new) social media. This general marketing communication strategy can also be applied to other companies that want to use (new) social media to their advantage..

My recommendations regarding which (new) social media I think should be used to create awareness for the web shop and generate traffic to it are shown in *Table 10: 'Recommendations (new) Social Media Combined With Communication Techniques'*. It also shows per (new) social medium which communication techniques I think are best used when communicating through them.

Table 10

Recommendations (new) Social Media Combined With Communication Techniques

	Communication technique used through		
(new) Social media	*Concepting*	*Storytelling*	*Long tail marketing*
Facebook	x	x	
Twitter	x		x

Using Facebook and Twitter to start with

Since we are a start-up organization our communication budget is very limited. Therefore, the use of Twitter and Facebook are obvious because using them is relatively cheap. You can choose to manage your presence on these (new) social media yourself. In the beginning this will only cost about one hour a week, a fairly small investment for what you get in return. As our business and our following on these (new) social media grow we have to invest more time in keeping our profiles up-to-date. However, as our business becomes more profitable it will be easier for us to delegate (new) social media related tasks to one (or more) of our employees.

Concepting and Storytelling with Facebook

Using Facebook we will use the communication techniques of concepting and storytelling to get people to know about our products and web shop. Storytelling is used to develop descriptive messages supported by visuals which will help communicate how our product enriches the customer's life and why they should buy them through our web shop. Concepting is used to express our values, such as 'first rate quality', 'value for money', 'variety', and 'fast delivery' (order today before 2 pm, receive your order the next day). These messages are meant to create a connection with the target audience based on values we have in common.

Messages created using storytelling as well as concepting can be both of an informational and a transformational nature. We will need to construct messages of an informational nature to provide the customer with factual arguments which create a cognitive and behavioral response. These messages will assist the customer in making their decision to visit our store or buy our products. With messages of a transformational nature we need to create an emotional or affective response by showing the customer how buying our product(s) will affect their life.

Concepting and long tail marketing with Twitter

Twitter is the perfect tool to create a following. Just open an account and use the long tail marketing technique to attempt to persuade potential customers to visit the web shop. This Twitter account is to be used to interact with the (potential) customers, providing informational- as well as transformational messages. The informational messages need to contain factual and relevant product information which can be used by the customer in a cognitive process to assess whether buying the product makes sense for him/her.

When tweeting one can only use 140 characters, therefore the tweet itself will have to grab the (potential) customer's attention. So, a (shortened) link has to be included in our tweet to provide the (potential) customer with more elaborate information. Transformational messages need to tell the (potential) customer about the experience he or she will get when using the product. These messages interact mainly on an emotional/affection level, i.e. they trigger emotions resulting in a 'I want that too'-feeling.

We should start following people or brands on Twitter that in some way have a connection with our business. A small percentage of these people are likely to follow us back. We should try to get the followers that have a lot of followers themselves. This way, if this follower retweets our tweet it is likely to reach a lot of other Twitter users. If the web shop stands for quality we need to send out tweets that confirm and provide proof of this.

In our tweets we should include a (shortened) link to our web shop as often as possible in order to stimulate traffic. In conjunction with Facebook updates we can use tweets with limited special offers to tease people into visiting our web shop. To give you an example of what these tweets could look like I have set up a bogus Twitter account. A couple of example tweets *are shown in Figure 6: 'Example Twitter Feed'*.

Figure 6. *Example Twitter Feed*
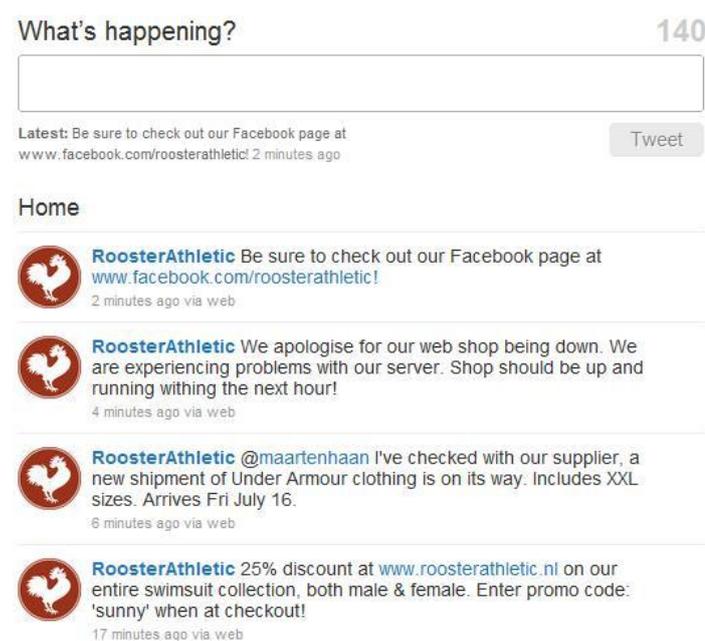
Company profile on Facebook
Furthermore we should create a company profile on Facebook. Creating a company profile does not cost any money and does not take up a lot of time. This profile should help with the web shop's 'visibility'. It should contain the web shop's logo, company information, pictures, videos and a link to its web shop.

Once the web shop's profile is up and running we should start making wall posts, using the storytelling technique, on a regular basis. Preferably these wall posts should include some kind of visual as well as a link to the web shop. Once we start updating our status regularly (in which we can also include limited special offers) it will become more and more visible. We should also use the search function to find groups that are related to our business. By posting a message in such groups, or by responding to messages of other group members, we create exposure which should result in people visiting our profile.

YouTube and Celebrity endorsement not in start-up phase

Although YouTube is much used, I don't think that YouTube should be used during the start-up phase. If a YouTube channel is to be opened it will have to filled with (high) quality videos. I believe a start-up company does not have the financial resources to produce such videos. This does not mean that YouTube should not be used in its entirety. I believe it is a very valuable medium which could be put to use effectively in a later phase.

The same applies to celebrity endorsement. This technique has proven to be very successful for two of the brands I studied. However, these brands were in a different business phase when they became involved with celebrity endorsement. They had the financial resources to use this technique. So, we should be creating web shop awareness as well as traffic to the web shop first. The primary objective would be increasing the web shop's profitability and awareness.

Advertising on Twitter

Even though the software necessary to advertise on Twitter is still in an early developmental phase I do believe that this could become a very important and interesting feature for our business. If our advertisement is shown whenever one or more particular key-words are entered we are more likely to reach the people we want to reach. Although nothing can be said yet about the cost of this type of advertising, I expect it to be a little too expensive for a start-up business.

Example: Effectiveness of Twitter

The effectiveness of Twitter and the purposes it can be used for is depicted in *Figure 7: 'A Visual Guide To Twitter'*. As can be seen Twitter can be used for providing information, for customer support, for networking, for business management, and to generate traffic. For the web shop the emphasis in the start-up phase is lying on generating traffic and networking. Visible in the picture below, traffic will be generated when you provide links in your tweets, get retweets, and if you direct users to one of your other (new) social media accounts such as YouTube.

Figure 7. *A Visual Guide To Twitter*[33]

A Visual Guide To Twitter

Got a question? It's very likely someone on twitter has an answer for you

Find what others are saying about a product or article you are interested in

Use twitter as a messaging service to let potential customers know of any events and such

Utilize twitter's real time messaging to update customers and provide solution or information to any problems

Share interests and hobbies with like minded people. Teach and learn.

Information

Twitter can be used to take polls, surveys and get feedback to help serve your customers better

Customer Service

One-on-one relationship with customers will help you get repeat business.

Use twitter as a tool to stay current on breaking news and events. Utilize the "favorite" option as a way to bookmark articles to read later

Share your ideas with others and see what they think of it. Gain valuable feedback from the community

twitter

Use it as a medium to connect with existing contacts (friends and families)

Networking

Participate in conversations, help out others and become an active participant. Use that social currency to leverage your brand from one platform to many more.

Traffic

Pull traffic by using twitter to send traffic to other platforms that in turn directs traffic to your product or article

Tweet links to products and articles

Business Management

Build personal relationship with customers. People are more likely to buy from someone they know and trust. Twitter can help you gain that advantage.

Connect with peers and like minded people

Humanize your business. let customers know there is a person behind each tweet ready to help them out

Use as intranet to connect with the team

Utilize twitter as a tool to see who is talking about your business. Track positive and negative experience as users tweet and better fit your business to serve customers better

digg

Linked in

facebook

Good content is usually rewarded by the community with "retweets" which help your content and or product to go viral

Remind employees and colleagues of meetings (time, date, location, etc.)

Use twitter to brainstorm with like minded people and as a collaboration tool

Utilize 140 characters for a quick event updates or to make any announcements

www.applicant.com

---

[33] Ritu. (2009). *Twitter Guide.* Retrieved July 3, 2010. From: http://applicant.com/twitter-guide/

A step-by-step plan which outlines what actions need to be taken in order to successfully generate traffic to the web shop is shown in *Table 11:* '*Step-by-step approach to generating traffic*'. The reason I have limited my step-by-step plan to 20 weeks is because (new) social media rapidly evolving. Every month new features are introduced or existing features have been tweaked. Therefore it is key to keep monitoring the developments and continuously adapt accordingly.

Table 11

Step-by-step approach to generating traffic

Step:	Action to be taken:	Time frame:
	Step-by-step approach to generate traffic to the web shop	
1:	Open up an account on Facebook, Twitter and claim a YouTube username for future purposes	Week 1
2:	Fill the profiles on Facebook and Twitter with information	Week 1
3:	Add links to the web shop in every profile	Week 1
4:	Send out introductory status updates on Facebook and Twitter	Week 2
5:	Make your presence on Facebook and Twitter known by adding a 'Follow us on Facebook'- and a 'Follow us on Twitter'- button to the homepage of the web shop	Week 2
6:	Send out a minimum of three status updates per week (using the appropriate communication technique) on Facebook and Twitter linking directly to specific parts of the web shop	Week 2
7:	Start following Twitter users that mention the products that the web shop sells	Week 2-3
8:	Start joining groups on Facebook which are related to your business or the market that the business operates in	Week 2-3
9:	Consider setting up a mailing list which will keep people that visit the web shop up to date when it comes to new product arrivals and special sales	Week 2-3
10:	Send out a minimum of 10 status updates per week (using the appropriate communication technique) on Facebook and Twitter linking directly to specific parts of the web shop	Week 5-10
11:	Attempt to start a dialogue concerning your products with a minimum of ten Twitter users a week	Week 5-10
12:	Try to get a minimum of five retweets a week by other Twitter users (tweets must include a link to the web shop)	Week 5-10
13:	Try to get a minimum of 50 'fans' on Facebook	Week 10-15
14:	Try to get a minimum of 75 followers on Twitter	Week 10-15
15:	Try to get a minimum of 30 retweets a week (tweets must include a link to the web shop)	Week 10-15
16:	Create a blog that is related to the business you are in or the products you sell, use the content to link to the web shop when possible	Week 15-20
17:	Consider creating a promotional video which can be put on YouTube	Week 15-20

Further research

I believe that advertising on social media would be the next logical step for us once we get our business of the ground. This is why I feel that investigating the possibilities of advertising on social media would be a useful addition to my current research. Once our business starts making money, advertising in print or online becomes an option. At this point in time advertising on social media is only for the elite; the organisations with big marketing budgets. However, as the technology that makes advertising on social media possible evolves it will become easier for organisations with smaller budgets to advertise on these social media. In the future technology might allow organisations with big budgets to buy the primary (best) spots, and organisations with smaller budgets to buy the secondary spots.

Matters that could be investigated are for example whether the same communication techniques can be applied when creating an ad which will be used to advertise on social media. Advertising options such as 'sponsored search results' could be investigated. Nowadays technology allows us to present sponsored content that is linked to certain keywords. When someone enters one of these keywords when using the search function on Twitter for example they will see this sponsored content at the top of the search results page. Google has been offering this for a while now and social media are implementing it as well in order to create a new stream of revenue.

Now that this way of advertising has become available organisations need to know which keywords their ad should be linked with. They need to know what communication technique(s) they should apply when constructing their messages. They also need to know on which social media it is best to advertise. Even though the technology is in place to make this happen I think it is necessary to research this way of advertising in order to do it properly and be effective at it.

Bibliography

Books

- Denscombe, M. (2003). *The Good Research Guide (Second Edition).*Published by Open University Press.

- Kotler, P. Armstrong, G. (2001). *Principles of Marketing (Ninth Edition).* Published by Pearson Prentice Hall.

- Rijkenberg, J. (2001). *Concepting (First Edition).* Published by World Advertising Research Center.

- Smith, E. Nolen-Hoeksema, S. Fredrickson, B. Loftus, G. (2003), *Atkinson & Hilgard's: Introduction to Psychology (Fourteenth Edition).* Published by Thomson/Wadsworth.

- Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice (Seventh Edition).* Published by Pearson Prentice Hall.

Websites

- Asian Development Bank – Knowledge Solutions
  Article: **Storytelling**
  Retrieved from:
  http://www.adb.org/documents/information/knowledge-solutions/storytelling.pdf

- Bloomberg Businessweek
  Article: **How to use social media to promote your business**
  Retrieved from:
  http://www.businessweek.com/smallbiz/content/aug2009/sb2009087_245691.htm

- ChangeThis – Chris Anderson
  Article: **The Long Tail**
  Retrieved from:
  http://changethis.com/manifesto/10.LongTail/pdf/10.LongTail.pdf

- Economic Times – Infotech section: Internet

  Article: **Twitter snags over 100 million users, eyes money-making**

  Retrieved from:

  http://economictimes.indiatimes.com/infotech/internet/Twitter-snags-over-100-million-users-eyes-money-making/articleshow/5808927.cms

- Mashable – World's largest blog focussed exclusively on web 2.0 and social media news

  Article: **HOW TO: Use social media for enterprise business**

  Retrieved from:

  http://mashable.com/2009/06/30/social-media-enterprise/

- Nike commercial – Take it to the next level

  Retrieved from:

  http://www.youtube.com/watch?gl=NL&hl=nl&v=anwlpTgbQTE

- ROI – Retail Online Integration

  Article: **Cover story: Growing up with Under Armour**

  Retrieved from:

  http://www.allaboutroimag.com/article/social-media-branding-412982/1

- Strategic Communication Management Magazine

  Article: **Unraveling the technique of storytelling**

  Retrieved from:

  http://www.hayes-singh.com/page3/SCM%20Storytelling%20June%2008.pdf

- Twitter – About Twitter

  Retrieved from:

  http://twitter.com/about

- Twitter – Twitter 101

  Article: **A special guide**

  Retrieved from:

  http://business.twitter.com/twitter101

Appendices

In the first four appendices four frequently used social media are examined 'What is the purpose of the medium?', 'how many users does it have?', 'on which devices can it be used?' are some of the questions that are answered.

In the next six appendices six companies are analyzed for their use of the communication techniques as discussed in chapter 3, in combination with the abovementioned (new) social media. The companies have been selected because they are actively using (new) social media in their marketing communication mix. These six companies are sort of ahead of the curves because the (successful) use of (new) social media is not very common yet.

The companies analyzed are:

- Under Armour
- Ultimate Fighting Championship (UFC)
- Starbuck
- Subway
- Apple
- Nokia

In the last two Appendices the results are given of the Group interview (Appendix 11) and a small random test relating to the use of (new) social media and age (Appendix 12).

Appendix 1: Analysis of Facebook

What is Facebook? [34]

Facebook, originally called 'thefacebook', was founded by Marc Zuckerberg in 2004. When launched it could be compared with an online yearbook, solely available to schools and organizations. Thefacebook was renamed Facebook in 2005. Zuckerberg bought the facebook.com domain and opened up the site to the general public. Nowadays, anybody can become a member of Facebook. Facebook hosts personal as well as company profiles. As a user you can add content such as personal or company data, pictures, and videos. It is also possible to join groups, become a fan of a person, organization or even animals and add applications to your profile such as a horoscope reader which gives you your daily horoscope.

Facebook is intended for social networking allowing you to connect with family, friends, fellow students and/or colleagues all over the world. As of lately, Facebook has added an application which allows you to connect your Facebook account to your Twitter or MySpace account. The programmers working at Facebook are not the only ones who produce applications; regular users are allowed to submit their Facebook applications as well. They will have to be approved by Facebook, however, to ensure that Facebook's terms of use are not violated. Of course, Facebook is also available on your cell phone. Nowadays there is a special Facebook Mobile application which you can download for a fee (on iPhone it is free) so you can use Facebook 'on the road'.

Facebook: Facts and figures[35]

People on Facebook

- Over 400 million active users
- 50% of our active users log on to Facebook on any given day
- The average user has 130 'friends'
- Users spend over 500 billion minutes per month on Facebook

Activity on Facebook

---

[34] Business Insider. (2010). *The full story of how Facebook was founded.* Retrieved May 26, 2010. From: http://www.businessinsider.com/how-facebook-was-founded-2010-3
[35] Facebook. (2010). *Press Room.* Retrieved July 3, 2010. From: http://www.facebook.com/press/info.php?statistics

- There are over 160 million objects (pages, groups and events) that people interact with

- The average user is connected to 60 pages, groups and/or events

- The average user creates 70 pieces of content each month

- More than 25 billion pieces of content (web links, news stories, blog posts, notes, photo albums, etc.) are shared each month.

  Global Reach

- Over 70 translations are available on the site

- About 70% of Facebook users are outside the United States

- Over 300,000 users helped translate the site through the translations application

  Platform

- Over one million developers and entrepreneurs from more than 180 countries

- Every month, over 70% of Facebook users engage with Platform applications

- Over 550,000 active applications currently on the Facebook Platform

- Over one million websites have integrated with Facebook Platform

- Over 150 million people engage with Facebook on external web sites every month

- Two-thirds of comScore's U.S. Top 100 web sites and half of comScore's Global Top 100 web sites have integrated with Facebook

  Mobile

- There are over 100 million active users worldwide currently accessing Facebook through their mobile devices.

- People that use Facebook on their mobile devices are twice as much active on Facebook than non-mobile users

- There are over 200 mobile operators in 60 countries working to deploy and promote Facebook mobile products

Appendix 2: Analysis of Twitter

What is Twitter? [36]

Twitter is a real-time micro-blogging service that was founded by Jack Dorsey in 2006. The name Twitter comes from the tweeting sounds that birds make. The service allows you to post 140 character status updates through which you can tell the world what is happening in your life. The reason these status updates are limited to 140 characters is because the developer wanted people to be able to update their status via SMS. This way the user would not have to find a computer with Internet connection to be able to update their status. Status updates on Twitter are referred to as 'tweets'.

As a user you have the option of following other Twitter users. If you follow another user on Twitter, whenever they update their status this tweet will show up in your personal Twitter-feed. This feed is your personal Twitter timeline listing all of the status updates of the people in your twitter network.

If you do not tag the 'protected user' box at the 'settings screen' your tweet will also be posted in the public timeline. If you did check this box your tweet can only be viewed by people in your twitter network. If a large group of Twitter users is talking about the same topic (for example a plane crash) this topic becomes a trending topic which will be shown at the bottom right corner of your screen. These trending topics are only visible for people who have a Twitter account. When you click on such a topic you will see a selection of tweets about this topic.

The most recent developments Twitter is going through involve making it possible for businesses to advertise on Twitter[37]. When you perform a search on Twitter your search term determines the outcome of your search. It also determines which advertisements will be shown next to your search results. Even though this new function is still in a very early stage of development it does make Twitter a more attractive medium to be used for commercial purposes.

---

[36] CrunchBase. (2010). *Company information: Twitter.* Retrieved May 28, 2010. From: http://www.crunchbase.com/company/twitter
[37] HCC.nl. (2010). *Twitter test advertentiesoftware.* Retrieved August 11, 2010. From: http://www.hcc.nl/smartsite.dws?id=43074

Of course, Twitter is also available on your smart phone. Nowadays there are plenty of applications which you can download (both for free and for a one-time fee) for your smart phone so you can use Twitter on the road. Below a short list of the most popular Twitter clients is shown including their price. Usually, higher priced applications offer more functionality and are more user-friendly.

- TweetDeck (free)
- Twittelator Pro (€3,99)
- Tweetie (€2,49)
- Twitteriffic (free)
- TwitterBerry (free)
- UberTwitter (€3,99)

Source: Apple iTunes and BlackBerry App World, prices retrieved at July 31, 2010.

Twitter: Facts and figures[38]

Compiled by **website-monitoring.com**

Twitter asks "what's happening" and makes the answer spread across the globe to millions, immediately.

Users and following

There are more than **106 million** accounts on Twitter.

The number of Twitter users increases by **300,000** every day.

Twitter gets more than **3 billion** requests each day, generated by over **180 million** unique visitors.

Traffic

25% traffic comes from inside Twitter.com

75% traffic comes from outside Twitter.com
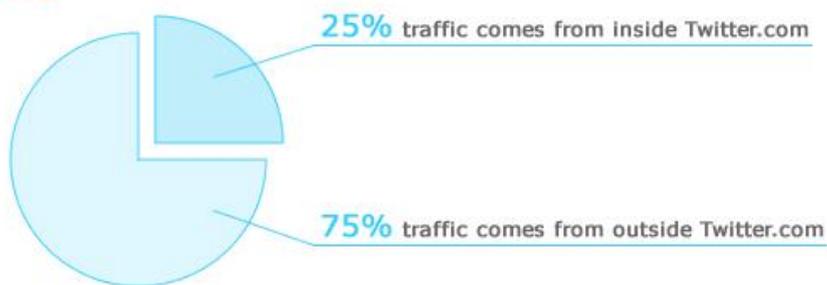
24% of Twitter users have 0 followers

19% of Twitter users have at least 10 followers

40% of Twitter users are following at least 10 user accounts

36% of Twitter users have more followers than the accounts they are following

97% of Twitter users have less than 100 followers

81% of Twitter users are following less than 100 people

---

[38] Campbell, S. (2010). *Social Branding Blog.* Retrieved July 3, 2010. From: http://www.socialbrandingblog.com/199/twitter-facts-figures-infographic/

Tweets

140 characters
is maximum lenght of a single Tweet.

Twitter users are sending
55 million Tweets per day.

That gives circa **640** Tweets per second.

Twitter's search engine gets
600 million queries every day.

Thursday and Friday are the most active days on Twitter, each accounting for **16%** of total Tweets.

10-11pm is the most active hour on Twitter, accounting for **4,8%** of the tweets in an average day.

20%
of Twitter users have tweeted 10 times or more
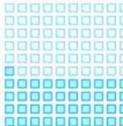
41%
of Twitter users have not tweeted since they created an account

Twitter message types

Private conversations 27%

30% User's current status

3% Links to images and videos

3% Links to other web content

4% Spam

4% Advertisements

4% Product recommendations/complaints

Links to news and blog articles 10%

Other 8%

6% Politics, sports, current events
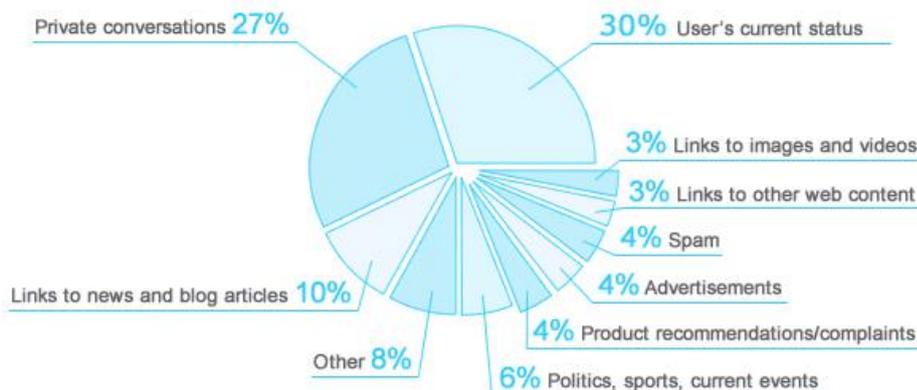
The highest spam level - almost **11%** of Tweets was noted in August 2009.

International and demographics

Languages used on Twitter

Language	Percent
English	61%
Portugese	11%
Japanese	6%
Spanish	4%
Other	18%

Top 10 countries (percent of site traffic)

1. United States 33,3%
2. India 8,2%
3. Japan 7,1%
4. Germany 6,5%
5. United Kingdom 5,9%
6. Brazil 3,1%
7. Canada 2,4%
8. Indonesia 2,0%
9. Australia 1,8%
10. Spain 1,7%

United States Demography

Sex

	Percent
Male,	45%
Female,	55%

Ethnicity

	Percent
Cauc.,	69%
Afr. Am.,	16%
Asian,	3%
Hisp.,	11%
Other,	1%

Household income

	Percent
$0-30k,	17%
$30-60k,	25%
$60-100k,	28%
$100k+,	30%

Education

	Percent
No college,	49%
College,	38%
Grad. Sch.,	13%

Age average

	Percent
3-12,	4%
3-17,	14%
18-34,	45%
35-49,	24%
50+,	14%

Children in household

	Percent
No kids 0-17,	53%
Has kids 0-17,	47%
No kids 0-2,	84%
Has kids 0-2,	16%
No kids 3-12,	68%
Has kids 3-12,	32%
No kids 13-17,	77%
Has kids 13-17,	23%

International and demographics

Languages used on Twitter

Percent / Language

English **61%**
Portugese **11%**
Japanese **6%**
Spanish **4%**
Other **18%**

Top 10 countries (percent of site traffic)

7. Canada 2,4%
1. United States 33,3%
5. United Kingdom 5,9%
4. Germany 6,5%
3. Japan 7,1%
10. Spain 1,7%
6. Brazil 3,1%
2. India 8,2%
8. Indonesia 2,0%
9. Australia 1,8%

United States Demography

Sex

- Male, 45%
- Female, 55%

Percent

Ethnicity

- Cauc., 69%
- Afr. Am., 16%
- Asian, 3%
- Hisp., 11%
- Other, 1%

Percent

Household income

- $0-30k, 17%
- $30-60k, 25%
- $60-100k, 28%
- $100k+, 30%

Percent

Education

- No college, 49%
- College, 38%
- Grad. Sch., 13%

Percent

Age average

- 3-12, 4%
- 3-17, 14%
- 18-34, 45%
- 35-49, 24%
- 50+, 14%

Percent

Children in household

- No kids 0-17, 53%
- Has kids 0-17, 47%
- No kids 0-2, 84%
- Has kids 0-2, 16%
- No kids 3-12, 68%
- Has kids 3-12, 32%
- No kids 13-17, 77%
- Has kids 13-17, 23%

Percent

Top 20 Twitter users (number of followers)

1 Ashton Kutcher **4,815,727** followers **5,245** updates **455** following
www.twitter.com/aplusk

2 Britney Spears **4,783,893** followers **372** updates **420,117** following
www.twitter.com/britneyspears

3 Ellen DeGeneres **4,537,644** followers **1,866** updates **30,326** following
www.twitter.com/TheEllenShow

4 Barack Obama **3,772,245** followers **671** updates **730,229** following
www.twitter.com/BarackObama

5 Lady Gaga **3,753,638** followers **329** updates **151,252** following
www.twitter.com/ladygaga

6 Kim Kardashian **3,467,336** followers **3,841** updates **99** following
www.twitter.com/KimKardashian

7 Oprah Winfrey **3,451,214** followers **116** updates **20** following
www.twitter.com/Oprah

8 John Mayer **3,236,587** followers **3,186** updates **86** following
www.twitter.com/johncmayer

9 Twitter **3,129,910** followers **715** updates **217** following
www.twitter.com/twitter

10 Ryan Seacrest **3,102,063** followers **2,584** updates **140** following
www.twitter.com/RyanSeacrest

11 taylorswift13 **3,078,353** followers **695** updates **46** following
www.twitter.com/taylorswift13

12 CNN Breaking News **3,035,977** followers **3,012** updates **28** following
www.twitter.com/cnnbrk

13 Ashley Tisdale **2,987,583** followers **1,032** updates **86** following
www.twitter.com/ashleytisdale

14 THE_REAL_SHAQ **2,890,477** followers **2,952** updates **565** following
www.twitter.com/THE_REAL_SHAQ

15 Coldplay **2,708,919** followers **615** updates **2,522** following
www.twitter.com/coldplay

16 Demi Moore **2,669,449** followers **3,887** updates **167** following
www.twitter.com/mrskutcher

17 iamdiddy **2,558,469** followers **6,109** updates **219** following
www.twitter/iamdiddy

18 Jimmy Fallon **2,553,480** followers **2,221** updates **217** following
www.twitter.com/jimmyfallon

19 Lance Armstrong **2,481,914** followers **4,740** updates **186** following
www.twitter.com/lancearmstrong

20 The New York Times **2,412,151** followers **44,701** updates **198** following
www.twitter.com/nytimes

27 of the **Top 50** and **48** of the **Top 100** most followed Twitter users joined between November 2008 and April 2009.

Other

Thousands of developers have created more than **70,000** applications using Twitter API.

Twitter has only **175** employees.

Appendix 3: Analysis of YouTube

What is YouTube?[39]

YouTube is a video-sharing service which was founded in 2005 by Chad Hurley, Steve Chen, Jawed Karim. It allows users, regardless of whether they have a YouTube account or not, to watch video clips and share these by sending people a link to the video clip or by embedding them on their own web site (the embedded URL is provided in a box next to the video).

In order to upload your own video clip you need to create an account. Of course, copyright infringement is not allowed. If, by uploading a particular video clip, you violate any copyrights the video clip will be removed and you risk being banned from YouTube, or even fined if it happens repeatedly. YouTube, now owned by Google, has quickly grown to become the leader in online video entertainment. Many users have created their own video channel which other users can subscribe to. Once subscribed, users will receive weekly channel updates. Subscribing to a YouTube channel provides an easy way to watch all videos of a particular user account. Many organizations have created a YouTube channel which allows users to easily find all of the official video content (mainly for commercial and promotional purposes) uploaded by the organization.

YouTube: facts and figures[40]
(for practical reasons continued on the next page)

---

[39] YouTube. (2010). *YouTube homepage > About YouTube.* Retrieved July 3, 2010. From: http://www.youtube.com/t/about
[40] Siteimpulse. (2010). *Website Monitoring Blog.* Retrieved July 3, 2010. From: http://www.website-monitoring.com/blog/2010/05/17/youtube-facts-and-figures-history-statistics/

Interesting Facts

19 seconds The length of the first video uploaded to YouTube.

1.96 million The number of times the first video has been played.

185.39 million The number of times the most popular video on YouTube, Lady Gaga's "Bad Romance", has been played.

6.6 The factor by which YouTube's number of monthly video streams served **(4.67 billion)** exceeds that of the second-place site in that category, according to Nielsen.

$1.65 billion In dollars worth of stock, the amount Google paid to acquire YouTube in November 2006.

51 The number of languages into which Google's automatic speech recognition technology can translate YouTube videos and create captions.

International

Localized in **22 countries** across **24 different languages**

Key YouTube Stats

Exceeds **2 billion** views a day

Nearly double the prime-time audience of all 3 major U.S. broadcast networks combined

24 hours of video uploaded every minute

Average person spends **15 minutes** a day on YouTube

More video is uploaded to YouTube in 60 days than all 3 major US networks created in **60 years**

70% of YouTube's traffic comes from outside the U.S.

Partner and Advertising Stats

Partner ad revenue more than **tripled** in 2009

There are over **7,000 hours** of full-length movies and shows on YouTube

YouTube is monetizing over a **billion** video views per week globally (that's more monthly views than our closest competitor)

94 of Advertising Age's 100 top advertisers have run campaigns on YouTube and the Google Content Network

The number of advertisers using display ads on YouTube increased **10-fold** in the past year

Product Stats

More products/features released in 2009 than in all of 2007 and 2008 combined

The combination of better search and discovery (in addition to more content) has driven daily minutes per user up **55%** in 2009

YouTube has more HD content than any other online video site

Hundreds of millions of videos are watched every month on mobile devices

The YouTube player is embedded across **10s of millions** of Websites

Content ID

Content ID scans over **100 years** of video every day

1000+ partners are using Content ID, including every major US network broadcaster, movie studio and record

Over a third of YouTube's total monetized views come from Content ID

Social

Over **3 million people** are connected and auto-sharing to at least one social network

An auto-share Tweet results in ~7 new youtube.com sessions

YouTube Video Consumption across social networks:

Facebook: **46.2 years** of videos watched a day

MySpace: **5.6 years** of videos watched a day

Orkut: **12.7 years** of videos watched a day

Hi5: **1.2 years** of videos watched a day

Top 10 most subscribed
channels on YouTube:

1. **NigaHiga:** 2,159,651 subscribers

2. **Fred:** 1,712,103 subscribers

3. **ShaneDawsonTV:** 1,463,081 subscribers

4. **smosh:** 1,444,257 subscribers

5. **RayWilliamJohnson:** 1,188,647 subscribers

6. **universalmusicgroup:** 1,096,290 subscribers

7. **sxephil:** 1,054,484 subscribers

8. **machinima:** 1,011,493 subscribers

9. **ShaneDawsonTV2:** 972,849 subscribers

10. **davedays:** 919,233 subscribers

Data compiled for you by Website-Monitoring.com on 05/10/2010.
Data source: YouTube.

Website Monitoring

Appendix 4: Blogging

What is a blog?

Merriam-Webster dictionary defines a blog as *"A Web site that contains an online personal journal with reflections, comments, and often hyperlinks provided by the writer"*[41]. There are only a few things you need in order to be able to start a blog. You need a web domain at which the blog can be found. You will need software such as 'WordPress' which allows you to choose a layout for your blog and to publish stories on it. The last three things you need are creativity, basic writing skills, and an audience. A blog is usually a collection of personal stories which might include hyperlinks.

What is blogging?

Blogging is the act of maintaining an electronic written diary through publishing stories (blog posts) on it. Blogs are often used by people to share web content. People also write blog posts about real life experiences. These blog posts can be a story about things the writer has experienced during a trip or vacation. People also like to use blogs to write reviews about products they have purchased. Their experiences with and thoughts about a product/service can help others in making the decision to buy the same product/service.

It should be noted that one should be careful when using a blog as a source of information due to the unknown credibility of the author. It is often hard for the reader to confirm whether the author is the expert he claims to be. There are however also confirmed professional and expert bloggers. These bloggers are professionals that have great (measurable) experience in one or more fields of expertise. Once the bloggers credentials are verified the bloggers get a 'trusted blogger' status which makes his blog a credible source of information.

Because most blog posts include hyperlinks blogs are very successful at generating traffic to other web sites. If you are able to generate enough interest in your blog posts this can result in enormous amounts of (unique) monthly visitors. Below you

---

[41] Merriam-Webster Dictionary. (2010). *Search term: 'Blog'.* Retrieved July 31, 2010. From: http://www.merriam-webster.com/dictionary/blog

will find a list of the top 10 most popular blogs in the world according to the eBusiness Knowledgebase: eBizMBA. As you can see these blogs are visited by millions of visitors every month. This makes businesses very eager to advertise on these blogs because one ad reaches a large audience and can potentially create a lot of traffic.

The Most Popular Blogs | **Updated 7/31/2010** | eBizMBA[42]

1 | HuffingtonPost | 28,000,000 - Estimated Unique Monthly Visitors

2 | TMZ | 17,000,000 - Estimated Unique Monthly Visitors

3 | engadget | 11,500,000 - Estimated Unique Monthly Visitors

4 | PerezHilton | 9,000,000 - Estimated Unique Monthly Visitors

5 | Gizmodo | 8,900,000 - Estimated Unique Monthly Visitors

---

[42] eBizMBA. (2010). *Top 20 Most Popular Blogs | July 2010.* Retrieved July 31, 2010. From: http://www.ebizmba.com/articles/blogs

6 | Mashable | 7,000,000 - Estimated Unique Monthly Visitors

7 | TechCrunch | 6,500,000 - Estimated Unique Monthly Visitors

8 | Gawker | 4,500,000 - Estimated Unique Monthly Visitors

9 | lifehacker | 4,400,000 - Estimated Unique Monthly Visitors

10 | FanHouse | 4,350,000 - Estimated Unique Monthly Visitors

Appendix 5: Analysis of Under Armour's social media activities

Introduction

Under Armour, founded in 1996, sells sports apparel and is based in Baltimore, USA. Under Armour's mission is *'To make all athletes better through passion, science, and the relentless pursuit of innovation'.*[43] Founder and CEO Kevin Plank realized that his company would be competing with Nike. Due to the sheer size of the Nike organization and its market share Under Armour decided to start competing at niche-level, in particular (high school) football. After a while potential areas of growth presented themselves and the company grabbed these opportunities resulting in rapid growth.

Aside from the strategy to compete at niche-level Under Armour's communication was a huge success factor. Over the years Under Armour has been very successful at connecting with their core customer demographic: high school and university student athletes. The company relies heavily on customer feedback in order to learn what makes their customers tick. Teens proved to be very elusive and therefore hard to reach with communications from Under Armour's marketing department. In their customer feedback Under Armour looked for a constant factor. Even though teens tend to bounce back and forth between media channels, they spend the majority of their time online. Therefore, Under Armour has implemented an integrated (new) social media strategy in order to reach their customers online. The (new) social media included in this strategy are: Facebook, Twitter, and YouTube. Using mainly the communication techniques concepting and storytelling they have proved to be very effective in reaching their target customers.

Facebook

Under Armour has a company profile on Facebook. This profile is managed closely by the company itself. Aside from that, other Facebook users have taken the initiative to set up Under Armour groups and fan pages. These are not endorsed by Under Armour, and therefore not managed by the company.

A company profile differs from a regular (personal) profile in that there is no option to become friends with the company. The only things you can do are viewing the

---

[43] Under Armour. (2010). *UABiz: Investor Relations.* Retrieved: July 3, 2010. From: http://investor.underarmour.com/investors.cfm

content and clicking the 'like-button' to indicate that you like the overall company profile or individual parts of its content. When checked on July 31, 2010 close to 246,000 people have indicated that they like the Under Armour company profile on Facebook.

Figure 8. *Under Armour Facebook-tabs*

The primary purpose of their company profile on Facebook is connecting with their audience at a place where the audience can be met. The profile has various tabs, depicted in *Figure 8: 'Under Armour Facebook-tabs'*, which provide the visitor different kinds of information.

The 'UA features'-tab for instance shows an online ad with links to success stories, the option to upload your own success story and a list of celebrities who are fan of Under Armour. These success stories can be found under the 'Stories'-tab. The Video-tab provides video content, both commercials and videos of people enjoying a success in a sports event wearing Under Armour products. The 'Discussions'- tab provides a discussion platform on which visitors can discuss products they have bought or are looking to buy.

Most of the links that are listed on the profile direct the visitor to the official Under Armour homepage, Twitter account and online store. If you have a Facebook account you can post a message on their 'wall' (wall post). Under Armour also posts messages on its own wall. *Figure 9: 'Under Armour Wall Post 1'* depicts an example of such a wall post.

Figure 9. *Under Armour Wall Post 1*

The technique used in this post is concepting. By way of this wall post Under Armour communicates one of its values and philosophies. Under Armour, a long-time supplier of tactical performance clothing to the military, now shows a special form of support to the US Military. In honor of Under Armour valuing the freedom of the American people, and supporting the men and women that make this freedom possible, they started the 'UA Freedom cause'. This initiative allows customers to purchase a 'freedom pack' which will be given to a soldier that has gotten hospitalized when fighting for the US's freedom. 10% of the price you pay for a freedom pack will be donated to one of the various charity partner organizations which have been selected by Under Armour customers themselves. The post links back to the Under Armour homepage section dedicated to the UA Freedom initiative.

Many Americans have a member of the family or a friend or neighbor in the US Military and are therefore supporters of the US Military. So, by starting this initiative Under Armour plays into the special interest of these (potential) customers. This creates brand exposure which is not directly linked to making profit but rather at creating a good feeling. It is likely that this post will play into the customer's emotions due to its cause. On the web site you can read the responses from injured soldiers who have received a freedom pack. The post creates the desire to do something back for these soldiers. Aside from the freedom aspect, it makes sense that Under Armour connects itself with the US Military as they stand for similar attitudes, values and beliefs. Under Armour and the US Military both stand for quality, reliability, decisiveness and performance.

Figure 10: 'Under Armour Wall Post 2' depicts a wall post by Under Armour through which they congratulate the South Carolina Gamecocks baseball team with bringing home the championship. This is another example of the concepting technique used by Under Armour. The reason they communicate this championship win is because it is in line with what

Figure 10. *Under Armour Wall Post 2*

Under Armour stands for: making athletes better wearing Under Armour clothing. Winning the championship is the ultimate kind of success that Under Armour wants its customers to have. Under Armour sponsors this team, which is why they are dressed mainly in Under Armour clothing. You cannot tell from this picture, but the Under Armour logo is all over their outfits. The post encourages people to check out the latest Under Armour baseball clothing at the web store (the link in the wall post is a shortened URL). The baseball team, now being champions, creates great exposure for Under Armour. One could link their success to the merchandise they use when they play baseball. Under Armour tries to get people to visit their web store and make a purchase. Reinforcement is provided by the winning team. When (potential) customers see they became champions wearing Under Armour clothing they are likely to believe Under Armour products can do similar things for their personal success.

Twitter

Under Armour has an official Twitter account through which they send out status updates on a regular basis. At this moment a little over 10,000 people follow their Twitter account. Under Armour uses Twitter to inform its followers about product developments, new products becoming available in the Under Armour web store, Under Armour athletes achievements (both professional as well as amateur), and to obtain feedback from its customers.

When communicating through Twitter concepting is the main communication technique used by Under Armour, subjoined figures give a few examples of this.

Figure 11: 'Under Armour Tweet 1' depicts one of Under Armour's tweets meant to communicate one of the values that is important to the brand, being minimizing the negative impact the company has on our environment. 'Green gear' is Under Armour clothing that is (partially) made

Figure 11. *Under Armour Tweet 1*

Its EARTH DAY! Make sure to check out the UA facebook page for a chance to win some UA GREEN gear! http://bit.ly/9e2huw

3:43 PM Apr 22nd via TweetDeck
Retweeted by 7 people

Reply Retweet

under_armour
Under Armour

from recycled plastic bottles. The main value being communicated through this message is: 'Under Armour cares about the environment'. By including the terms 'earth day' and 'green gear' Under Armour attempts to get a perception related

response. These terms appeal to a customer's special interest in the environment and therefore are likely to attract their attention. By way of promising a chance to win a reward (free UA green gear) Under Armour is trying to persuade the customer to visit its Facebook page and web shop. This reward should lure the customer to actually visiting Under Armour's Facebook page.

The tweet depicted in *Figure 12: 'Under Armour Tweet 2'* encourages customers to send in feedback regarding (athletic) goals they have achieved when using/wearing Under Armour product(s). This message is intended to portray Under Armour's interest in its customer's opinion about their product(s). The most remarkable or amazing stories will be retweeted by Under Armour. Of course, there is another side to this. Not only do the responses offer valuable customer insights, by retweeting success stories Under Armour gets first hand personal testimonies from its customers. *Figure 13: 'Under Armour Retweet 1'* depicts an example of such a success story or, in other words, positive customer experience. If you are thinking about buying new running shoes this personal testimony might persuade you to buy UA running shoes.

Figure 12. *Under Armour Tweet 2*

What's going on with everyone today? Any success stories we should know about?

5:06 PM Jun 2nd via web　　　　　Reply　Retweet

under_armour
Under Armour

Figure 13. *Under Armour Retweet 1*

PE414 @under_armour several awesome long runs over the weekend in my new UA running shoes; training for the 10th ann Baltimore Marathon!
Tue Jun 01 2010 21:21:29 (W. Europe Daylight Time) via web in reply to under_armour
Retweeted by under_armour
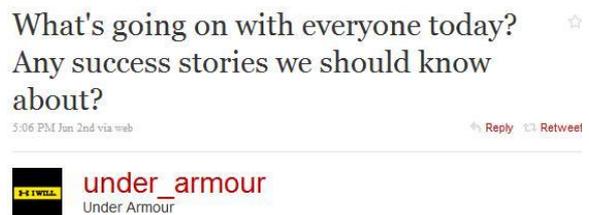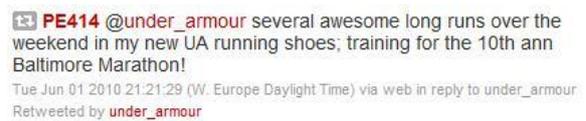
Under Armour also uses celebrity endorsement. *Figure 14: 'Under Armour Tweet 3'* depicts a tweet about a female TV star wearing an Under Armour product in public. Since it is not possible to post the actual picture on Twitter, there is a link included in the tweet to the web site where you can view the picture. The celebrity in question endorses the Under Armour product by wearing it when sporting in public. In this case the celebrity's status creates exposure for the brand. Celebrities nearly always have people watching them. The celebrity performing sports combined with the fact that she has a fit (attractive) body will make people associate the Under Armour brand with fitness, being in shape and looking good. This association is reinforced when the customer is confronted with more fit people wearing Under Armour. Therefore Under Armour posts as many pictures of movie or TV stars who are fit and wear Under Armour clothing.

Figure 14. *Under Armour Tweet 3*

Check out Vampire Diaries' star Nina Dobrev sporting UA gear in Central Park this week! http://tweetphoto.com/21992184

4:13 PM May 11th via TweetDeck
Retweeted by 1 person   Reply   Retweet

under_armour
Under Armour
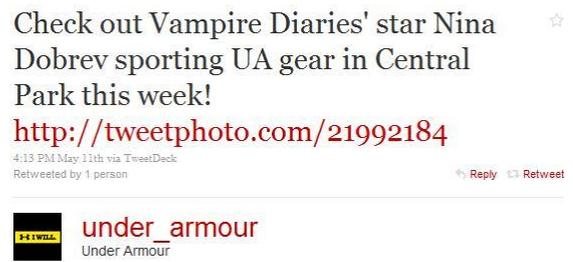
The tweet depicted in *Figure 15: 'Under Armour Tweet 4'* is a regular sales pitch. The use of the words 'sale' and 'savings up to 50%' are likely to get the potential customer's attention creating a perception response. Already-customers will be looking to save money on their UA purchases, whereas potential customers might be persuaded to try out Under Armour due to these (limited time only) cheap prices. Both customers will be influenced on a cognitive level because they are provided with savings up to 50%, the obvious rational response being that you should grab this opportunity. The savings might even persuade (potential) customers to buy more products than they actually need. Store visits and actual purchases are the behavior this message is trying to create.

Figure 15. *Under Armour Tweet 4*

We have a huge sale going on for over 100 UA outlet items! We're offering savings up to 50%. Check out the selection: http://bit.ly/cgB5Vw

11:47 PM Jul 1st via web
Retweeted by 5 people   Reply   Retweet

under_armour
Under Armour

YouTube

Under Armour has created its own video channel on YouTube on which it posts official Under Armour video content. The advantage of your own YouTube channel is

that visitors can find all videos of one particular user in one place. Under Armour uses its YouTube channel solely to upload all of their TV commercials. Some of them are or have been aired locally and some nationally. Most of them involve celebrity athletes who provide a personal testimonial as to how Under Armour products help(ed) them perform better in their respective sport.

Under Armour uses three communication techniques in its videos on YouTube. The first technique is concepting. The Under Armour brand stands for values such as 'performance', 'pride', 'heart', 'toughness'. These values are visualized in the commercial videos clips by way of examples. The value *performance* comes back in the form of a runner putting down a really fast time on a 500 meter sprint. The values *pride* and *heart* are shown by way of a locker room speech at halftime during a basketball game, resulting in a huge comeback by the team after the halftime break. The value *toughness* is shown by a football player getting tackled hard by a large defensive line backer, shrugging it off and continuing the game. The audience identifies with these values because they are in line with, or similar to, their own personal values.

Another communication technique used by Under Armour is storytelling. They say a picture says more than a thousand words. That is why videos are ideal for the purpose of storytelling and allow for descriptive communication. Under Armour uses its video to descriptively communicate the aforementioned values. Under Armour's videos often contain slow motion shots, for example of an athlete getting tackled. This shot shows the amount of impact that is caused by the tackle, which can be linked to the value 'toughness'. In Under Armour's videos you see athletes do things that can be associated with a certain mentality, a mentality that the target audience identifies with and which draws people's attention. The videos are all about performance and intensity, and because you see the athletes wearing Under Armour clothing all the time, on a subconscious level you will start linking these two values to the brand's products.

The third and last communication technique Under Armour uses in its videos is celebrity endorsement. Every video contains a celebrity athlete that tells his 'story' and how Under Armour helped him/her to be the best at what he/she does. Each

video is tailored to a specific sport. These celebrities 'testify' that Under Armour was a critical factor in their success. The videos show the athlete in question in action during one of their defining moments, as well as during training, wearing Under Armour clothing. *Table 12: 'Official Under Armour Endorsing Athletes'* shows a selection of athletes that endorse the Under Armour brand in their respective sports.

Table 12

Official Under Armour Endorsing Athletes

Official Under Armour athletes		
Name	*Sport*	*Team*
Vernon Davis	American Football (NFL)	San Francisco 49ers
Brandon Jennings	Basketball (NBA)	Milwaukee Bucks
George St. Pierre	Mixed Martial Arts (UFC)	n.a.
Jeremy Bloom	Skiing	n.a.
Cat Osterman	Softball	US National Team (Olypics)
Kimmie Meissner	Figure skating	n.a.

By using celebrity athletes in their videos Under Armour is successful at making sure their communication sticks, creating the desired perception response with the viewer. Even if the viewer is not interested Under Armour products, he/she might still choose to give the video attention due to the celebrity athlete that is in it. The videos are also intended to create a (delayed) cognitive response. They illustrate what benefits you can get in return when you buy Under Armour products. As a viewer you might use the information straight away or you might store this information for a buying decision later in time. Furthermore, seeing all these fit and in-shape athletes wear Under Armour could result in the customer starting to associate the brand with being fit. On an individual level these products are low-involvement goods. By showing you how these celebrity athletes have benefitted from Under Armour products, combined with factual information about the performance of their products, Under Armour is trying to persuade you to buy (more) Under Armour product(s).

Blogs

Under Armour as a company does not maintain a blog. However, the celebrity athletes they have contracted do maintain blogs. Most of these official Under Armour

athletes have written or write regularly a short blog which have been or are being posted in the 'Stories'-section (which can be found under the Stories-tab in Figure 3) on Facebook and on the Under Armour web site. This blog usually consists of a short piece of text followed by a link to a video containing a personal testimonial of the particular athlete. Once a new blog message becomes available the link to this blog will be communicated through Twitter and Facebook and the video will be uploaded on YouTube.

When blogging, the athletes use the storytelling technique to convey their message. The message being: 'Under Armour products have helped me in achieving my goals, of being the best at what I do'. The athletes communicate this message by descriptively writing about real-life experiences and challenges in their respective sports. The blogs are in essence personal testimonials of which the messages are supported and illustrated by videos. These videos are the same videos that are listed on the Under Armour YouTube channel as well as the Stories-tab on Facebook. The difference is that in these blogs the videos are accompanied by personal success stories coming from the celebrity athletes.

Conclusion

From this case study I have learned that Under Armour is successful in communicating through all of the (new) social media in this research using the communication techniques of concepting and storytelling (see *Table 13: 'Communication techniques used by Under Armour when in combination through (new) social media'*). With these two techniques they have been and are able to create messages which trigger emotions and affection in the (potential) customer. These responses are triggered because Under Armour communicates values such as 'performance', 'pride', 'heart', and 'toughness', that appeal to the (potential) customers because they can identify with them. These values appeal to the customers in a way that they visit the web site/web shop frequently and often buy products.

Table 13

Communication techniques used by Under Armour when in combination through (new) social media

Communication techniques used through			
Facebook	*Twitter*	*YouTube*	*Company Blog*
Concepting	Concepting	Storytelling / Concepting / celebrity endorsement	Storytelling / celebrity endorsement

Appendix 6: Analysis of Ultimate Fighting Championship's social media activities

Introduction

Ultimate Fighting Championship (UFC), founded in 1993, is a company that organizes and sells mixed martial arts fighting championships to TV-channels and via pay-per-view. It relies heavily on advertising. About ten years ago, just before current president Dana White took over the company, UFC was not doing well at all. The company had put on bare-knuckle cage brawls which were considered illegal by the athletic commissions in many states and were definitely not suitable for TV. UFC actually managed to get banned from pay-per-view as well. The company was on the verge of going bankrupt. This is when owners Frank and Lorenzo Fertitta decided to hire Dana White in an attempt to keep their company alive. Dana White saw potential in the general concept of 'martial art cage fighting'. He asked the Fertitta brothers for an investment of 20 million dollar which White would use to turn the whole company around.

The first thing he did was implement rules concerning gloves, illegal moves, weight classes, and many more. A huge campaign was launched to shift UFC's reputation from human cock fighting to technical cage fighting using mixed martial arts (MMA). Once the rules were in place White lobbied the pay-per-view executives and local athletic commissions in order to get one of his events approved. Once their first show was legalized by the athletic commission UFC was also allowed to broadcast the event on pay-per-view. From this point on White took it one step at the time, slowly but steadily getting the sport of MMA legalized in more and more cities. Broadcasting corporation Spike TV took a huge gamble when they decided to broadcast UFC's Ultimate Fighting reality show. They have not had a reason to regret their choice as the show has done very well.

Part of Dana White's lobbying strategy was proving that UFC was no longer about human cock fighting but was now only employing highly skilled MMA athletes which fought in a cage and either submit their opponent or knock them out using their fighting skills. White started off small, doing some local lobbying. Over the years he has taken these local lobbying efforts nationwide. The same goes for UFC's

marketing. Essentially, what UFC does is to promote fights. They also enable fights to take place, but this is behind the scenes work. UFC is always trying to put on the biggest fight and hyping it up as much as possible.

Facebook

A large amount of UFC fans can be found on Facebook. Therefore, UFC has created a company profile which serves multiple purposes. It allows fans to show the people in their Facebook network that they like UFC by clicking the 'like-button'. On July 31st 2010, there were over 2.9 million Facebook users that 'like' UFC's company profile. UFC has made it a standard setting that only their own messages are displayed on their wall. Other Facebook users are able to post messages on UFC's wall but the posts are just filtered out so the only things you will see are UFC postings.

UFC uses its company profile for instance to notify fans by way of informative status updates about upcoming events, post photos made at these events, post interviews with fighters involved in upcoming fights and to promote upcoming TV programming. The buying of UFC TV content and pay-per-views by the fans generates UFC's income.

Because Facebook allows you to include pictures and even videos in your wall posts it is a very convenient medium to attract viewers. *Figure 16 – 18* depict examples of wall posts made by UFC with the intention of getting people to watch their TV content or buy their pay-

Figure 18. *UFC Wall Post 1*

Figure 16. *UFC Wall Post 2*

Figure 17. *UFC Wall Post 3*

per-view. These wall posts are of an informational nature because they provide the (potential) customer with information about when the event will take place and where you can watch or buy it.

When communicating through Facebook UFC uses a combination of the concepting and storytelling technique. Their main message is: 'as real as it gets'. Due to the athletes involved in the fight being extremely skillful in various fighting techniques, you are guaranteed to watch an exciting fight. Both athletes are able to end the fight with just one offensive move. To illustrate the skills of its fighters as well as their ability to end the fight with one move UFC usually includes these one punch knock outs and skillful submission moves in their commercial videos. The animosity between fighters is real, the fights themselves are real, and the aftermath (physical damage done in the fight) is real. What UFC brings to the counter are the biggest and most exciting fights and they communicate this heavily. The text used in UFC's wall posts are usually just short and informative messages instructing the reader to watch or buy certain TV content. Their main purpose is to stimulate certain behavior.

Perhaps more important are the photos and videos that UFC posts on its wall at Facebook. During every major (pay-per-view) event there are a number of celebrities (actors, singers, athletes, comedians, and even governmental figures) in attendance who are fans of the sport of MMA. An example of a wall post showing a photo of a

Figure 19. *UFC Wall Post 4*

celebrity is depicted in *Figure 19: 'UFC Wall Post 4'.* It shows all the way on the left actor and former pro-wrestler Dwayne 'The Rock' Johnson. During the pay-per-view these celebrities get their own close-up for a couple of seconds just to show the audience that they like MMA and more importantly, they like to watch MMA fights put on by UFC.

UFC has put in the time and effort to incorporate their UFC shop (see *Figure 20: 'UFC Shop Integrated in Facebook'*) into Facebook itself, which I think is really smart. You do not have to leave Facebook to be able to order UFC products. UFC ensures

that your personal data is only used for your purchase and will not be used by Facebook. So, when you surf to UFC's company profile on Facebook you are instantly directed to an ad that tries to persuade you to visit UFC's shop. Viewers of this ad are likely to be interested in UFC as they visit theUFC Facebook profile. As a Facebook fan, meaning: a Facebook member that has

Figure 20. *UFC Shop Integrated in Facebook*

indicated they like the brand by clicking the 'like'-button on its company profile, you get an exclusive 20% discount on the products in the UFC shop on Facebook, surely attracting the visitor's attention.

The offer can be perceived as a bargain which might make it hard for people to turn down. The fact that this discount is exclusive will make them feel special and is likely to create an emotional response by the customer. The decrease in price for UFC products is likely to create a cognitive and persuasive response because the products will now be cheaper which could be a rational as well as an persuasive factor that will influence the customer to make a purchase. This is just a regular sales pitch designed to encourage Facebook users to show they 'like' UFC (making them into a fan of UFC on Facebook) and in return they receive a reward (discount) which should encourage them to buy items from the UFC store.

Twitter

A distinction should be made between UFC's corporate Twitter account and the Twitter account of UFC president Dana White. On the one hand you have UFC as a company who use their account to keep fans up to date on any UFC related developments, and to provide behind the scenes sneak peeks. On the other hand you have Dana White who has a personal Twitter account and frequently tweets about anything that is on his mind. By his own account, White was 'forced' to use

Twitter by his publicist. At first he did not know how it worked so he hated it. After a while he got the hang of it and he fell in love with it.

Twitter is a platform through which White can connect with UFC's fans. It also allows him to speak his mind on anything that bothers him, either positive or negative. On July 31, 2010, UFC had little over 147,000 followers on Twitter whereas Dana White had well over 1.1 million followers. As White is being declared the face of UFC on Twitter and since he is far more popular and influential, I will focus on his activities on Twitter.

The fact that White maintains his own Twitter account helps with getting people excited about following him. White does not have a marketing team managing his account. He keeps up with it himself and even takes the time to reply to a couple of tweets from the average 'Joe sixpack' every day. *Figure 21: 'UFC Fan Tweet'* depicts a tweet on Twitter to White sent by a fan. *Figure 22: 'UFC Tweet 1'* depicts the tweet White sent back to the fan. Shane (Carwin), the person this fan refers to is one of the top UFC heavyweight fighters.

Figure 21. *UFC Fan Tweet*

@danawhite my daughter born premature with fluid in lungs sat and in NICU. Shane actually wrote back with his prayers. Total class act there

12:56 AM Jun 29th via Twitter for Android in reply to danawhite
Reply   Retweet

angryrepubl1can
Angry Republican

Figure 21. *UFC Tweet 1*

@angryrepubl1can that's awesome to hear. I hope she gets well soon. Can't even fuckin imagine what ur going through

1:00 AM Jun 29th via Twitter for BlackBerry® in reply to angryrepubl1can
Retweeted by 1 person
Reply   Retweet

danawhite
Dana White

By responding to tweets from the fans, both the positive ones as well as the negative ones, White creates interaction and engages the fans into UFC's business which creates an affectional response because the fans will appreciate this interaction. This allows people to voice their opinion. It also gives White the opportunity to clear up things whenever rumors start spreading. This allows him to influence the way UFC is perceived. By replying to tweets from fans White is able to do some serious long tail marketing. Twitter allows him to communicate his message to one or more specific individuals. Due to his status and likable personality White is able to attract the attention of people and change their perception of UFC. He is excited about the things his business does and is an expert at getting other people excited starting a

hype, one person at the time. This one person will tell another person, creating a domino-effect of positive word-of-mouth communication.

White being a celebrity himself can be seen as a form of celebrity endorsement. Furthermore, White uses the storytelling technique in order to create short and value-loaded responses to tweets from fans which show dedication, excitement, compassion and truthfulness. White's tweets can be both of an informational as well as a transformational nature. Sometimes White simply tweets information about the status of an event or the signing of a new fighter. In other cases White tweets about the amazing experience he has had when being in attendance at one of UFC's events.

For fans that would like to follow their favorite UFC fighter on Twitter White has created a list on his Twitter profile which includes the official (verified) Twitter accounts of most UFC fighters. UFC encourages its fighters to get active on Twitter so the fans can interact with them.

YouTube

YouTube is well used by UFC. One of the things UFC uses its YouTube channel for is to upload all pre- and post-fight interviews with the fighters and/or members of the respective training camps. The pre-fight interviews are meant to hype up a fight, they give the fighters an opportunity to trash-talk each other after which business is settled in the cage. These videos illustrates one of UFC philosophies, which is that you can trash-talk someone all you want but you will have to back it up when the door of the cage closes.

The videos are very concept-driven and you can often feel the animosity between the two fighters making you very anxious to see who comes out as the winner in their fight. Being able to back up your talk is something that UFC applies when it runs its own business too. The post-fight interviews are meant to give the fighter an opportunity to explain his win or loss to the public and media. Furthermore UFC uses its YouTube channel to upload highlights of previous events, promos for future events, and most importantly UFC president Dana White's video blog. Whenever UFC puts on an event that is going to be broadcasted on pay-per-view Dana White is

followed by a cameraman during the five days leading up to the event. The images that are shot during the day are edited and the end result is a 10 minute long daily video blog that is uploaded on YouTube the day after it is videotaped. These video blogs are often of a highly transformational and informational nature. In his video blogs White links emotional experiences such as 'excitement', 'anticipation' and 'joy' with UFC's events. The informational parts of the video blog often include the date, time, and venue at which the event will be held as well as who will be on the fight-card. As soon as the video blogs becomes available on UFC's YouTube channel White spreads the word by sending out a tweet to all of his followers. *Figure 23: 'UFC Tweet 2'* depicts such a tweet, which includes a short message and an auto-shortened link to the video on YouTube.

Figure 22. *UFC Tweet 2*

My latest video blog has been posted.
http://bit.ly/9MJoIR

5:26 PM Jun 30th via web
Retweeted by 20 people   Reply Retwe

danawhite
Dana White

This daily video blog gives the viewer an insider's perspective on the life of Dana White as well as a behind the scenes view of UFC. Partially due to the incredible popularity of the video blog, UFC's YouTube channel has close to 121,000 subscribers.

Dana White's video blog

UFC as an organization does not have a video blog. Its company president, Dana White, on the other hand does have one. The communication techniques used by Dana White in its video blogs is a combination of storytelling and concepting. All of White's video blogs are intended to support one concepting message: this next pay-per-view is a must-see (or actually a must-buy). Video allows UFC to be very descriptive, using the storytelling technique, in its communication. White's video blog does not only provide you with a behind the scenes look at UFC's organization, it is also jam-packed with reasons that support the message (using concepting) that the upcoming pay-per-view is a must see. These video blogs are of an informational nature. During the taping of his video blog, White usually 'accidentally' runs into these celebrities when conducting his daily business. When he does, he persuades them to make an on-camera statement on the upcoming event using his charm. By having these fighters and celebrities endorse UFC's pay-per-view it is trying to create

a cognitive response. If the viewer is looking for something to do on his/her free Saturday night this person might now consider watching UFC's pay-per-view.

In Dana White's video blog concepting is used to communicate the values and attitudes that UFC stands for. In most of its communication UFC states that it is dedicated to putting on the biggest and most exciting fights in the world. White's video blog provides proof of this by showing White travelling all over the U.S. as well as Europe lobbying legislative bodies and senators in order to be allowed to set up and promote these fights. It also shows White meet up with fighters and their management teams in order to reach fight agreements. These video images support and reinforce the promise UFC makes to its customers, which is to spare no expense when it comes to trying to contract the best athletes in the world. For UFC it is vital that the customer automatically associates its products (TV content and pay-per-views) with excitement and top notch athletic action.

Another example of the use of concepting is this. Over the past couple of months UFC has been actively working with the U.S. Marine Corps on various projects. UFC visits the troops overseas to show their appreciation for what these men and women do. They put on a (free) show for them to enhance morale. Another thing UFC does is bring the best UFC fighters in touch with U.S. Marines so they can exchange knowledge on offensive and defensive fighting techniques. White's video blog shows short clips of these meetings between UFC fighters and U.S. Marines.

Conclusion

From this case study I have learned that UFC is successful in communicating through all of the (new) social media in this research using the communication techniques of concepting, storytelling, long tail marketing and celebrity endorsement (see *Table 14: 'Communication techniques used by UFC when in combination with (new) social media'*). With these techniques they have been and are able to trigger perceptive, associative, persuasive and behavioral responses with the customer. These responses are triggered as UFC communicates values such as 'dedication', 'excitement', 'heart', and 'gladiator-like toughness', that appeal to the (potential) customers because they can identify with them. Celebrities reinforce these messages stimulating a persuasive as well as an associative response. These four responses

combined result in the customer watching UFC's TV content, buying UFC's pay-per-view or buying UFC's merchandise.

Communication techniques used through			
Facebook	*Twitter*	*YouTube*	*Company Blog*
Storytelling / concepting	Concepting / long tail marketing	Concepting / celebrity endorsement	Concepting / celebrity endorsement

Appendix 7: Analysis of Starbuck's social media activities

Introduction

Starbucks was founded in 1971 by Jerry Baldwin, Zev Siegl, and Gordon Bowker. The company started off with one small coffee shop which was located in Seattle's Pike Place Market. Approximately ten years later Howard Schultz paid his first visit to a Starbucks store. He instantly liked the store and became an employee at Starbucks close to a year later. During a travel trip to Italy Schultz was impressed by the taste experience he had when he drank coffee in one of Italy's coffee specialty stores.

Schultz became excited about such coffee specialty stores and decided to set up his own on American soil. He left Starbucks and started his own coffee store. Approximately four years later, with the help of some local investors, Schultz bought the Starbucks company and decided to transform it into a coffee specialty store where you come for the experience of having a special blend of coffee. He recognized that Americans spend a lot of time on the road to and from work.

Figure 23. *Starbucks Around the World*

Therefore he wanted to create the ultimate stop for a decent cup of coffee. He thought that Starbucks should be a place which would feel like a 'community' rather than a store. Nowadays Starbucks owns more than 15,000 stores located in 50 countries.

Facebook

Starbucks has its own company profile on Facebook. On July 31, 2010, over 12.2 million people have used the 'like'-button to indicate that they like Starbucks. Similar to Under Armour and UFC, the Starbucks Facebook profile includes various tabs providing different kinds of information. When you visit the profile

you are instantly directed to the 'Starbucks around the world'-tab. *Figure 24: 'Starbucks Around the World'* depicts the map you will see which shows the various Starbucks 'communities' around the world. By clicking on the country names below the map you are re-directed to the country specific Facebook community.

These communities are tailored to its audience. So, for instance, if you click on Germany the Facebook page will be in German. These communities function as a platform for Starbucks customers to exchange experiences. These experiences can be seen as personal testimonies and can also provide valuable consumer insights which Starbucks can use to make product improvements and detect shifts in consumer preference.

When visiting one of these communities and reading these personal testimonials, a potential customer is supposed to get curious resulting in trying out one of Starbuck's products himself. Using compelling arguments in favor of a store visit and purchase Starbucks is trying to persuade potential customers to stop buy at one of their store.

In its wall posts Starbucks likes to use concepting to portray the emotional experiences involved when drinking one of their special coffees. *Figure 25:*

Figure 25. *Starbucks Wall Post 1*

Starbucks Summer officially starts on Monday at 3:28am PST/6:28am EST! Not coincidentally, Iced VIA is coming shortly afterwards. It's presweetened and ready to go in a 16oz bottle of water. Goes perfect with flip flops, sun tan lotion and beaches.

Starbucks VIA® Iced Coffee is Coming Soon!
www.starbucks.com
Hi everyone! I'm excited to tell you about our new Starbucks VIA® Iced Coffee! Starting on June 29 – just in time for the hottest days of summer – you'll be able to pick up 5-packs at participating U.S. stores.

June 19 at 12:08am · Comment · Like · Share

4,927 people like this.

Figure 24. *Starbucks Wall Post 2*

Starbucks Great news ... We're very excited to announce that on July 1st we're introducing free. 1 click. No registration WIFI at all US locations!

Starbucks to Offer Free WiFi Nationwide
mashable.com
Starting July 1, Starbucks will offer free WiFi nationwide, with no registration or account required. Starbucks joins an increasing list of brands and

June 14 at 7:25pm · Comment · Like · Share

14,532 people like this.

'Starbucks Wall Post 1' depicts a wall post that makes a gentle connection between Starbucks' newest Iced Coffee and one of their concepts, namely 'the ultimate summer coffee drinking experience'. By mentioning flip flops, sun tan lotion and beaches the reader gets that warm summer feeling. This sets the stage to introducing them to the only thing missing; a cold and refreshing

Starbucks drink. The link that is included with this wall post is intended to be informational. It provides the customer with facts such as how the drink should be mixed, in what format it will be available and where it can be purchased. This new

drink is available in five-packs to be mixed with cold water, easy for on-location use. The simplicity of mixing this drink on location combined with the reward in the form of refreshment should persuade the potential customers to buy this product.

Figure 26: ´Starbucks Wall Post 2´ depicts a wall post intended to increase the amount of store visits. The terms 'free WIFI' combined with 'Starbucks' should be enough to capture the reader's attention. Offering free WIFI will make it more attractive for students and business people to visit Starbucks. Students can enjoy their favorite blend of coffee while they check their (school) e-mail or work on a school project. Business people that travel a lot have the option of staying up to date with work and at the same time enjoy a nice cup of coffee. When you sit down at Starbucks and order your favorite blend of coffee you will have a moment of enjoyment and rest. This moment of rest and relaxation is exactly what Starbucks stands for and what they are trying to communicate using concepting.

Twitter

When communicating through Twitter Starbucks also uses the concepting technique in its tweets, such as the one depicted in *Figure 27: ´ Starbucks Tweet 1´*. Starbucks communicates the concept of being an environmentally friendly company in order to reach specific lifestyle groups. This particular tweet shows that Starbucks cares about the environment and actively tries to minimize its carbon footprint. Environmentally conscious people will appreciate what Starbucks does to

Figure 26. *Starbucks Tweet 1*

Recycle your paper cup in Seattle! We're working with cities and recyclers to roll this to stores worldwide by 2015: http://bit.ly/cvfHOK

12:31 AM Jul 1st via CoTweet by bradnelson
Retweeted by 83 people
Reply Retweet

Starbucks
Starbucks Coffee

minimize pollution. Whenever you drink a cup of Starbucks coffee, you are left with the cup which ends up in the trash. Now Starbucks is setting up partnerships in order to collect these cups and recycle them. This could make customers feel less hesitant to buy coffee at Starbucks if they know that the cups they used will be recycled.

Starbucks not only wants to be associated with great tasting coffee, but also with being environmentally friendly. By communicating the steps they have taken to minimize their impact on the environment they are trying to interact on a perceptive and cognitive level and convince environmentally conscious customers that they do

Figure 27. *Starbucks Tweet 2*

The Treat Receipt is back! Bring in your receipt from the morning after 2pm for a $2 cold Grande beverage: http://bit.ly/claXGh

8:18 PM Jun 29th via CoTweet by bradnelson
Retweeted by 100+ people   Reply Retweet

Starbucks
Starbucks Coffee

not have to feel guilty for buying Starbucks coffee. The tweet depicted in *Figure 28: ´Starbucks Tweet 2´* is meant to encourage store visits through persuasion.

The story behind the 'treat receipt' is that we, the customers, are the ones that 'make' the day of Starbucks personnel. Starbucks personnel feel honored to be part of our daily routine and want to give something back to say 'thanks'. So, if you purchase a drink before 2 p.m. and return with the receipt from that morning to any Starbucks store after 2 p.m. you will receive a cold 'grande' (medium) beverage for only $2,-. The reason you get a cold beverage is because the 'treat receipt discount' is only offered during the summer. Starbucks is trying to show to its customers what the visits to its store means to them. They stroke the ego of the customer. By making him/her feel special Starbucks tries to create an emotional response. Naturally, the discount is an extra incentive to pay Starbucks another visit that same day.

Figure 28. *Starbucks Twitter Feed*

mayormcginn Volunteers cleaning up after the fourth. Thx @Starbucks for organizing! http://twitpic.com/22q9mb
about 20 hours ago via Twittelator
Retweeted by Starbucks and 16 others

@thatdrew Don't lose your wallet there!
1:27 AM Jul 5th via web by bradnelson

Happy Fourth of July! #kaboom
9:32 PM Jul 4th via Twitter for iPhone

@JohnMHoyt Anything i can help with?
9:03 PM Jul 2nd via Twitter for iPhone in reply to JohnMHoyt

@AdrianYee Yes!
12:57 AM Jul 2nd via CoTweet by jmeofalltrades in reply to AdrianYee

@c0nsiderthis A good rule of thumb is stores that aren't in a grocery store, Target store or airport.
12:54 AM Jul 2nd via CoTweet by jmeofalltrades in reply to c0nsiderthis

@Ahmetiac Free WiFi is here to stay!
12:51 AM Jul 2nd via CoTweet by jmeofalltrades in reply to Ahmetiac

@jamiecarey1 You can learn about it here: http://starbucks.com/rewards
12:19 AM Jul 2nd via web by bradnelson

@dariomallerman Most recycling centers can't accept paper cups as recyclable. We're working to change that.
12:18 AM Jul 2nd via web by bradnelson

To clairfy: #Freewifiday isn't just today, it's starting today. Wifi is now one-click and free at all company owned US and Canadian stores.
12:14 AM Jul 2nd via web by bradnelson

Starbucks uses its Twitter account on a daily basis to interact with (potential) customers and for long tail marketing purposes such as addressing their individual wishes and needs. Twitter offers Starbucks the option of addressing individual customers sending them tailored messages. This can be seen in *Figure 29: ´Starbucks Twitter Feed´*, which depicts a small selection of some of Starbucks' informational tweets (the one that include the @-sign followed by a name) directed at individual consumers. These customers often want a customized drink, have suggestions, are looking for a store that carries a specific Starbucks product, or just have general questions.

Starbucks can address these people individually, ensuring they remain happy consumers. They can also provide potential customers with information on why they should buy Starbucks coffee.

YouTube

On YouTube Starbucks has its own channel which looks extremely organized because they have implemented playlists. Each playlist contains videos related to the topic in the name of the playlist. Amongst others, there are playlists titled 'Coffee', 'Giving back', 'Starbucks VIA' (which is their newest instant coffee for when you are on the road), and 'Spots'. The 'Coffee' playlist contains (educational) videos showing the Starbucks process from bean to cup. The main message being that Starbucks puts in a maximum effort during the harvest and production process to make every cup of coffee of the best possible quality.

Starbucks makes sure this message sticks with the viewers through the use of the storytelling technique. Instead of simply saying they stand for quality and are trying to provide each customer with the best cup of coffee imaginable, Starbucks shows how it ensures that every cup contains the best and tastiest coffee possible. By doing so Starbucks is trying to affect the way the company is perceived by the (potential) customers. Using the storytelling technique Starbucks uses images to support their claim that they are in business to fulfill the customers coffee needs by providing them cups of high quality coffee.

The videos in the 'Giving back' playlist use concepting to show Starbucks' community involvement. The company claims that it values community relations on both a local and an (inter)national level and these videos provide proof of this. Again, as a business, you can tell communities that you care about them but a better way is to show them you care. A recent example of Starbucks' community involvement took place shortly after the 4th of July celebrations. During these celebration streets are polluted with garbage. Therefore Starbucks created a video encouraging its customers as well as non-customers to join forces for a couple of hours and to clean up their neighborhoods. Naturally, Starbucks employees would be taking part in cleanup activities in the community surrounding their store. Afterwards the volunteers would be thanked by way of a free cup of coffee. This video is another clear example

of the application of the concepting technique, the concept being 'cleaning up when you make a mess', a value that Starbucks adheres to. Starbucks is trying to have the consumer associate their brand with being community friendly. Furthermore, by presenting a reward such as free coffee they persuade people to participate. Aside from rallying people behind a good cause, this also exposes people who might have never had Starbucks coffee to their product. Once they have had their own Starbucks experience they could get hooked on it.

All of Starbucks' videos on YouTube are highly transformational and low informational. The videos mainly link various emotional experiences such as 'relaxation', 'taste explosion', and 'coziness' with drinking Starbucks coffee. The only informational parts in the videos occur when they explain where you can buy specific products, how much they cost, and what you should do with your coffee cup once you have finished you drink.

Company blog

Starbucks does not have a company blog. However, there are many amateur bloggers that blog about Starbucks. These people often like the brand and share some of their Starbucks experiences through their blog. These blogs are usually read by people from the blogger's private circle as well as people that come across the blog when Google-ing the word 'Starbucks' in combination with another term. I believe Starbucks could use a company blog to make the company a little bit more personal. For example, what Starbucks could do is let some of their employees blog about their working day or their favorite Starbucks experience.

Conclusion

From this case study I have learned that Starbucks is successful in communicating through the (new) social media Facebook, Twitter and YouTube using the communication techniques of concepting, storytelling and long tail marketing (see *Table 15: 'Communication techniques used by Starbucks when in combination with (new) social media')*. With these three techniques they have been and are able to formulate messages which trigger emotional, affective, associative and behavioral responses with the customer. Starbucks communicates through these (new) social media values such as 'quality', 'refreshment', 'relaxing experience', and 'service', that

appeal to the (potential) customers as they can identify with them. Starbucks also applies one-on-one marketing addressing (potential) customers on an individual basis through their Twitter account using the communication technique of long tail marketing. The result is that they visit the store often and buy products even though they are quite expensive compared to other providers of coffee. Customers probably like the brand because it becomes associated with the 'greatest coffee drinking experience' in the world.

Table 15

Communication techniques used by Starbucks when in combination with (new) social media

Communication techniques used through			
Facebook	*Twitter*	*YouTube*	*Company Blog*
Storytelling / Concepting	Concepting / long tail marketing	Concepting	

Appendix 8: Analysis of Subway's social media activities

Introduction

The Subway sandwich fast food chain was founded in 1965 by the then 17 year old Fred DeLuca. Together with family friend Dr. Peter Buck, who provided Fred with a loan of $ 1,000.-, he opened up his first sandwich store named 'Pete's Super Submarines'. Over time Fred expanded his business and changed the name to Subway. Approximately 45 years later the Subway fast food chain consists of over 25,000 stores located in 83 countries. This makes Subway one of the biggest fast food chains in the world, being in second place right behind Mc Donald's who owns 32,000 stores located in over 100 countries.

Just like any other fast food chain, Subway has been criticized for providing the customer with delicious but very unhealthy food. Although the sandwiches' ingredients individually appear very healthy, combined they account for quite a lot of calories and fat. This criticism was addressed by Subway so they changed their sandwiches and made them healthier. By using advertising the customers and critics were informed that Subway's menu nowadays include eight sandwiches with only six grams of fat or less. Subway also offers the opportunity to customize your sandwich which allows you to minimize the amount of calories and fat you will consume. Lately Subway has been targeting families by offering combo-menus and extra large sandwiches. These extra large sandwiches are cheaper and are perfect for sharing among two family members.

Facebook

Subway has a company profile on Facebook which is mainly used as a marketing tool to get people to buy (more of) their sandwiches. On July 31, 2010, Subway's profile has little over two million 'fans'. Using standard marketing techniques, such as combo deals and discounts, Subway is trying to increase store visits by encouraging people to buy one of their delicious subs. *Figure 30:*

Figure 29. *Subway Wall Post 1*

SUBWAY Try the New SUBWAY Orchard Chicken Salad sub. Dee-liciously fresh, bursting with succulent, tender juicy chunks of chicken, apples, cranberries, 6 inches of goodness with 8 grams of fat. Part of the SUBWAY Fresh Fit Meal. A simple way to enjoy eating better. Or try it as a $5 footlong today!
June 17 at 4:30pm · Comment · Like · Hide Feedback (563)

👍 395 people like this.

Figure 30. *Subway Wall Post 2*

SUBWAY Buffalo Chicken is back! Good things are hard to come by. That's why we've brought the Buffalo Chicken back for good! All that cool, creamy ranch, poured over tender glazed buffalo chicken. Get it as a delicious footlong sub!
Wednesday at 5:28pm · Comment · Like · View Feedback (803)

´Subway Wall Post 1´ depicts one of Subway's wall posts which includes one of their sales pitches. This sub is part of the Subway Fresh Fit Meals, which are healthy meals intended for people who are trying to stay or get fit. By using keywords such as 'fresh', 'succulent', 'tender', 'juicy' combined with the notion that the sub only contains eight grams of fat, you are very likely to catch the reader's attention. The potential customer associates these words with a pleasant experience which 'helps' them in making their buying decision. Subway's message are mainly of a transformational nature because they link their sandwiches with emotional experiences such as 'delicious food', 'great taste' and 'creating your own sandwich'. The informational parts of the message include the price and nutritional information of the sandwich.

Another example of one of Subway's sales pitches is found in the wall post which is depicted in *Figure 31: ´Subway Wall Post 2´*. Again, using the sentence 'All that cool', 'creamy ranch', 'poured over tender glazed buffalo chicken' it is clear they are using the storytelling technique. They are very descriptive in their communication and this supports the messages 'Eat Fresh' and 'Delicious Sandwiches'. The aforementioned sentence will most likely be associated by the customer with a positive sensation. When you read it your mouth might even start to get watery. This ultimately helps to persuade the customer to buy this sandwich.

Twitter

Subway has a Twitter account and actively uses it to announce special offers and other newsworthy Subway facts. It also uses Twitter to reply to questions from (potential) customers. *Figure 32: ´Subway Tweet 1´* depicts a tweet by Subway directed to a potential customer informing him where to find the nutritional information for one of Subway's sandwiches. This nutritional information could be the last piece of information this potential customers needs to make his buying decision. From a concepting point of view it is a smart move by Subway to provide him

Figure 31. *Subway Tweet 1*

@theotherdrummer You can find full nutritional info here: http://is.gd/d83mb - As a 6", it can have as little as 340 calories & 8 grams/fat.

9:40 PM Jun 28th via TweetDeck

↩ Reply ⇄ Retweet

subwayfreshbuzz
Subway Freshbuzz

with this information. By providing extensive nutritional information on all of its

products Subway shows that it cares about its customers' wellbeing. Most of Subway's tweets are of an informational nature because they mainly list factual (product) information.

In some exceptional cases Subway sends out a transformational tweet. By supplying its customers with delicious as well as fairly healthy sandwiches Subway is trying to stimulate a healthy lifestyle. Subway links the emotional experience of living a healthy lifestyle to their sandwiches. *Figure 33:*

´Subway Tweet 2´ depicts a tweet by Subway that uses a current event to persuade people to head over to Subway for dinner. With the Tour de France going on people probably do not feel like cooking a full meal. After watching cycling people for a couple of hour's people are tempted to ride on their own bike to a Subway and have dinner. Subway cleverly uses this to set up their proposition to bike over to Subway and have dinner there. In this wall post Subway applies the concepting technique because biking is associated with healthy. The value *health* is one that Subway holds very dear. You can try to stimulate a healthy lifestyle by getting people to bike to Subway to order one of their healthy subs.

YouTube

Interestingly enough Subway does not have a channel on YouTube. I was not even able to find an official Subway account on YouTube. This is a shame because I believe that the use of videos is one of the best ways to get people excited. Seeing is believing. Just seeing one of these sandwiches being prepared should be enough to make you hungry. Words can only say so much. I believe that the use of pictures and/or video material is what is most successful at making the viewer crave that sandwich.

Company blog

At this point in time Subway does not have a company blog. There is a blog about Subway which was written by a person known as 'Jared'. Jared was a extremely overweight 450 pound heavy man that only ate at Subway (combined with physical

exercise) in order to lose weight. During his journey he blogged about his experiences, the ups and downs. After months of 'dieting', Jared weighed 180 pounds. His journey was completed and he is now working at maintaining his weight. Jared stopped blogging when he reached the 180 pound mark. However, Subway still advertises the 'Jared-story' on its website. Jared's blog was mainly intended for transformational purposes, linking the emotional experience of losing weight and living a healthy lifestyle to Subway's sandwiches. The only informational parts that were included were nutritional facts about the sandwiches. It was a nice read and provided a nice example of how you can eat Subway and lose weight at the same time.

Conclusion

From this case study I have learned that Subway is successful in communicating through the (new) social media Facebook and Twitter using the communication techniques of storytelling, concepting and long tail marketing (see *Table 16: 'Communication techniques used by Subway when in combination with (new) social media')*. With these three techniques they have been and are able to formulate messages which trigger affective, associative and behavioral responses with the customer. These responses are triggered because Subway uses descriptive messages which often include (links to) visuals as well as reference to certain ingredients that are associated with a pleasant eating experience. These stimuli make the customer want to buy a Subway sandwich. Subway also communicates values such as 'high-quality', 'variety', 'freshness', and 'healthy lifestyle', that appeal to the (potential) customers as they can identify with them. On Twitter Subway performs one-on-one marketing providing (potential) customers with information that assists them in making their buying decision. The result is that customers will pay (more) store visits because Subway supports a healthy lifestyle providing a variety of fresh, high-quality and customizable sandwiches.

Table 16

Communication techniques used by Subway when in combination with (new) social media

Communication techniques used through			
Facebook	*Twitter*	*YouTube*	*Company Blog*
Storytelling	**Concepting / long tail marketing**		

Appendix 9: Analysis of Apple's social media activities

Introduction

In 1976 current CEO Steve Jobs co-founded the company which was then called Apple Computers, Inc. Apple Computers differentiated itself from other computer manufacturers by stylistic designs and by developing their own operating system rather than using the operating system provided by Microsoft. In 2007 the company name was changed to Apple, Inc. The reason behind this change was that Apple had expanded its business from producing and selling computers to selling all sorts of electronic devices.

By way of its cutting edge visionary technology and design Apple reinvented the cell phone and was one of the first to produce what we now call smart phones. The introduction of iTunes (music store and player), the iPod (mp3 player), the iPhone (smart phone), and the iPad (tablet computer and e-reader) solidified Apple's position as one of the most innovative consumer electronics companies in the market. On another note, Steve Jobs also was the co-founder and CEO of Pixar Animation Studios which produced some of the most revolutionary and most successful animated movies such as Toy Story, Finding Nemo, Monster Inc. Steve stepped down as CEO of Pixar once it merged with the Walt Disney Company.

Facebook

Apple does not have a company profile on Facebook. Actually, there are only two Apple-related Facebook pages and both have been created by a regular Facebook user. The page lists some of Apple's company information retrieved from Wikipedia which is another sign it is not an official Apple page.

Figure 33. *Apple Twitter Feed*

iPhone 4 Sales Top 1.7 Million http://bit.ly/b7Mdbf
12:42 AM Jun 29th via twitterfeed

Don't forget about our iPad giveaway. We will be giving away 64 GB iPads to 100 of our lucky followers once we reach 1 million followers.
3:43 PM Jun 25th via web

Apple Updates MobileMe http://bit.ly/7eAALb
3:30 AM Jun 23rd via twitterfeed

Mac mini Comes Up Big http://bit.ly/bjBlKu
9:40 PM Jun 22nd via twitterfeed

Apple Sells Three Million iPads in 80 Days http://bit.ly/dsp5za
9:40 PM Jun 22nd via twitterfeed

Introducing the Apple Store App http://bit.ly/btbK9G
3:22 AM Jun 18th via twitterfeed

Mac mini Blows Away the Competition http://bit.ly/agzNso
3:22 AM Jun 18th via twitterfeed

Apple Unveils All New Mac mini http://bit.ly/bZLN8v
1:28 AM Jun 16th via twitterfeed

It's time to ramp up our Twitter presence. We're giving away an iPad once we reach 1,000,000 followers. Stay tuned for details.
1:03 AM Jun 13th via Twitter for iPhone

Twitter

Apple does have a Twitter account. This account is mainly used to spread news updates which support the concept of being an innovative

company. *Figure 34: ´Apple Twitter Feed´* depicts a screenshot which lists a selection of Apple's recent tweets. The first thing I noticed was the tweet at the bottom as well as the one below the top one. It was not the fact that Apple will give away 100 free iPads once they reach 1,000,000 followers on Twitter that caught my attention. I believe this is a great incentive for people to start following Apple on Twitter and exposing them to Apple's communications. What I found to be odd is the timing considering that on July 31, 2010 Apple, only had 25,285 followers and had sent out only 62 tweets. It would probably have been much more effective if they would try to increase their following in steps, setting targets such as 25,000, 50,000, 100,000, 250,000, 500,000, and 1,000,000 followers. The first increase in followers will be the hardest. Apple could reward for instance 15 of their followers with an iPad every time they reach one of these targets.

Most of Apple's tweets show them to be one of the top companies in the world when it comes to consumer electronics. A lot of their tweets include links to articles that discuss Apple reaching impressive sales numbers. What Apple is trying to do with these tweets is change (or in some cases maintain) its image in the mind of the customer. These tweets are solely informational, stating facts and statistics, and are meant to control the way the customer perceives the brand. These sales numbers tell (potential) customers that Apple's products are very popular. Also, if you sell that many items they must be doing something right.

YouTube

Apple has a channel on YouTube which allows you to view some of the TV ads for its products as well as key-note speeches by Steve Jobs at which he introduces new products. Apple does not have many videos on their YouTube channel. Perhaps they felt that they needed a presence on YouTube but also wanted to limit this presence as YouTube is owned by Google, one of Apple's competitors in various market segments. This is the only explanation I could think off for the limited amount of videos Apple has on its YouTube channel.

All videos show a combination of storytelling and concepting. There are a couple of values and philosophies that are very sacred to Apple. Apple stays true to these values. One thing Apple feels very strong about, present problems with iPhone 4

notwithstanding, is the fact that you do not need to do things to adjust the product, the product needs to adapt or adjust to fit you. The concepting videos show proof of this for instance by showing that if you turn your iPhone 90 degrees, the displayed information also turns 90 degrees and enlarges or shrinks to fit the full screen area. It does not matter how you position your iPhone, the screen will always adapt to it. Another Apple value is simplicity. If you want to operate your iPhone, iPod (touch) or iPad the only thing you need is your finger. You simply point at a software button on your screen to open a program. If you want to scroll down a web site you use your finger and slide it against the touch screen to make the web site scroll down.

Most videos offer compelling arguments for simplicity. One video for example shows a person lying on the couch with his new iPad. The video visualizes how relaxed he is while surfing the Internet on his device. The simplicity of browsing the Internet on the iPad is stressed and the video also shows how fast the device is when surfing the Internet. All of these values are communicated through these concepting videos. Now these are not just words and promises, the videos show you what Apple has done for you to stay true to these values.

Even though you may have a perfectly good (Apple) computer at home the Apple videos are very successful (judging by personal experience and sales figures) at persuading people to buy an iPad anyway. Apple is very successful at playing onto people's emotions. All videos are highly transformational. In every video the emphasis lies on the experience you have when you own or operate an Apple product. If you are watching one of their videos showing a device you just want to try it too and experience the same simplicity and user friendliness as the person in the video. Aside from user friendliness, stability and simplicity, Apple products are usually very stylish. This has made Apple into a lifestyle brand. Some people would be willing to buy an Apple product just because it looks so pretty even though it might be much more expensive. The informational parts of the videos included product specifications, launch dates and stores at which Apple products can be bought.

Creating buzz

Apple has managed to create a constant buzz around its brand and products. People are anxious to see what innovative and revolutionary new product Apple will come

out with next. If Apple launches a new cell phone for instance, it is likely to take what you get out of a cell phone to the next level. Part of the reason people wait with great anticipation for the next Apple product to come out is because Apple has a strict code of secrecy and actively enforces this. Contrary to other companies, Apple does not announce the launch of a new product in advance. Due to the innovative nature of Apple's products the competition is trying to copy or imitate its products as soon as possible. Apple's code of secrecy prevents the world from getting to know anything about its product developments. The company takes secrecy around its product development very seriously. If you are to 'leak' any information you will be fired instantly and sued. Apple even uses disinformation to flush out the leaks in its organization.

Aside from preventing that the competition will be able to copy Apple's new product even before it becomes available to the general public, it has a secondary benefit as well. Because people do not know when a new product will be launched but knowing there will be one soon, people are in great anticipation. Apple products are very 'hot' items and a lot of people like to speculate on when Apple will launch a new product. Once the product launches it is popular that it is sold out immediately due to high demand.

Professional bloggers, specialized in blogging about customer electronics, are the best when it comes to creating buzz around the Apple brand. Many of them are Apple enthusiasts and are really eager to get a first glimpse at any new Apple product. This is exactly what Apple wants. They want people to be curious and it likes to tease them by keeping them guessing. Apple is a great example of a company that does very little pre-product launch communication. Secrecy and mystery is their key to generating buzz. It should be noted though that you will need to be able to deliver a product that is so innovative that it will exceed the customer's expectations. This is a critical success factor.

Once a product is officially launched Apple switches from total secrecy to heavy advertising in the form of print ads, online ads, TV/Online commercials and press releases. In its advertising Apple shows off with its product and will stress a couple of innovative features. Apple does not just tell you what revolutionary features it has; it

also shows you what added benefit it has for your life. Their ads are sharp, crisp and colorful and most often leave you with an 'I want that too!'-feeling. This feeling not only relates to you wanting the product, it mainly relates to you wanting to have the same experience the people in the ad have.

Conclusion

From this case study I have learned that Apple is successful in communicating through the (new) social media Twitter and to a lesser extent YouTube using the communication techniques of concepting and storytelling (see *Table 17: 'Communication techniques used by Apple when in combination with (new) social media')*. With these two techniques they have been and are able to trigger affective, associative and behavioral responses with the customer. Apple keeps new product developments a secret, creating buzz around the brand due to people starting to speculate. This creates a perceptive response with the customer which helps with gaining the customer's attention. They are able to create the 'I want that too'-feeling with the (potential) customer. The responses are triggered because Apple communicates values such as 'innovation', 'design', 'customization', and 'quality', that appeal to the (potential) customers in a way that they visit the store/web shop often and buy products.

Table 17

Communication techniques used by Apple when in combination with (new) social media

Communication techniques used through			
Facebook	*Twitter*	*YouTube*	*Company Blog*
	Concepting	Storytelling / concepting	

Appendix 10: Analysis of Nokia's social media activities

Introduction

Nokia was founded in 1865 by Fredrik Idestam. The Finnish company started off as a paper mill. It was not until it merged with a rubber firm (in 1898) and a cable company (in 1912) that Nokia started getting involved with electronics. Over time Nokia started to focus on telecommunications and became one of the leaders in the field of mobile communications. Nokia became known and is known for producing reliable and user-friendly cell phones. Soon it added mobile Internet as well as multi-media applications to its cell phones. Nowadays Nokia is competing with other brands such as Samsung, Sony-Ericsson, Motorola, Apple and BlackBerry.

Facebook

Nokia actually has various company profiles on Facebook. There is one general profile which, on July 31, 2010 had little over 1.1 million 'fans'. Aside from this general profile there are specific profiles for the United Kingdom, New Zealand, Spain, and France. These profiles have anywhere between 8,000 and 18,000 'fans'.

Figure 35. *Nokia Wall Post 1*

Nokia uses its Facebook profile primarily to get feedback from its customers. *Figure 35: ´Nokia Wall Post 1´* depicts one of Nokia's wall posts asking customers for feedback. Not

Figure 36. *Nokia Wall Post 2*

only is this information valuable for Nokia to evaluate how well their products are perceived, it also provides customer insights which they can use when developing new products. Sometimes when Nokia asks its customers for feedback they will provide the results of their research in a wall post as well. *Figure 36: ´Nokia Wall Post 2´* depicts the outcome of this mini-research; it shows that the one feature Nokia has become well known for (being the camera which uses a Carl Zeiss lens) is the most favored feature.

Nokia has included a 'Photos'-tab on its profile which allows users to upload photos made with their Nokia phone. These photos provide proof of how well the camera functions and how sharp the pictures are that are taken.

Because Nokia mainly uses its Facebook page to get feedback from their customers, techniques such as storytelling, concepting, long tail marketing and celebrity endorsement do not really apply. The feedback Nokia receives is likely to be used to make product improvements. However, it also serves a concepting purpose by being a testimonial of how good Nokia phones are. When you visit Nokia's profile you are instantly re-directed to the 'Nokia'-tab which shows you an ad for Nokia's navigational software package specially designed for your cell phone. Nokia tries to encourage people to download it by offering it for free.

Figure 37. *Nokia Tweet 1*

Twitter

When communicating through Twitter Nokia mainly uses long tail marketing. The company uses Twitter to address questions from potential customers (ideally resulting in a purchase). It also addresses questions from already-customer. These mainly require information about upgrades and accessories. If a customer has bought a Nokia cell phone Nokia will be trying to persuade the customer to buy all sorts of accessories for it. *Figure 37: ´Nokia Tweet 1´* depicts a tweet from Nokia to a (potential) customer. This person wanted to know when the new Nokia N8 will go on sale. In order to manage the customer's expectations Nokia informed him that the N8, at first, will only be available in select markets.

Figure 38: ´Nokia Tweet 2´ depicts another tweet by Nokia directed at a (potential) customer. This person is wondering whether the Nokia 3G Booklet will be available in his country. Regretfully, Nokia has to disappoint this potential customer.

Figure 38. *Nokia Tweet 2*

In an attempt not to lose this customer, Nokia suggests he orders his Nokia 3G
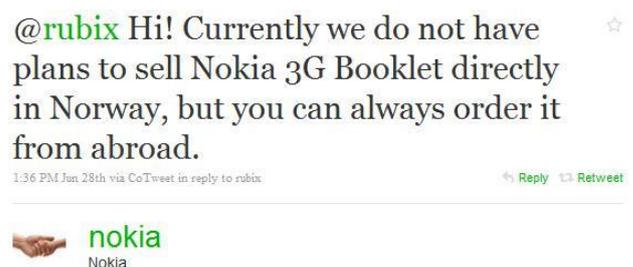
Booklet from another country. Depending on how eager this person is to buy this Nokia product, suggesting ordering it abroad might have saved the sale.

Figure 39: 'Nokia Tweet 3' depicts a tweet directed at a customer that was not able to find the price for a protective case for her Nokia. Nokia offers to help out in order to make this sale happen. Since prices can differ based on your location they ask her where she lives. Once Nokia has this information it can send this lady a list of places where she can buy the protective
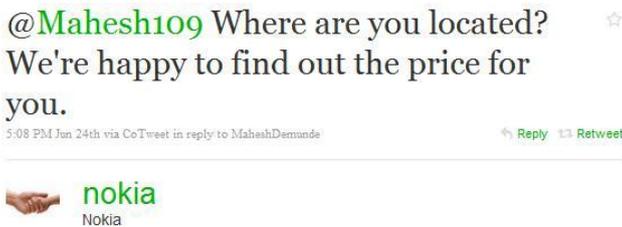

Figure 39. *Nokia Tweet 3*

case she is looking for. Trying to make a sale is the main reason Nokia answers such questions on Twitter. As one can see Nokia's tweets are mainly of informational nature. In their tweets Nokia provides product information, price information, selling points, product launch dates, among other things.

YouTube

Using the concepting technique, Nokia uses its YouTube channel to share commercials for their cell phones as well as informative videos which explain in detail the technology behind a particular cell phone. Nokia cell phones have always been associated with being very user-friendly. With the introduction of Apple's iPhone (which is even user friendlier) Nokia has decided to position itself slightly different which shows in the videos on their YouTube channel. Now emphasis is put on the technology within the cell phone as well as its multimedia applications. Nokia's videos on YouTube are both of an informational as well as a transformational nature. In its videos Nokia provides factual information such as product specifications. The brand also links emotional experiences such as feeling connected to your loved ones to its products. Nokia's videos illustrate how the technology inside your Nokia makes this emotional experience possible.

Contrary to the iPhone, Nokia's cell phones are highly customizable. It is easy to change appearance features such as menus, colors, and ring tones and so on. Also, Nokia cell phones have the best quality built-in cameras. However, these are all secondary messages. The main message that is descriptively illustrated by using the

storytelling technique in every video is how the cell phone is connecting you with other people. The videos support this by showing which features of the Nokia phone connects you with the world and ensures it sticks with the viewer.

Aside from the standard feature to call someone Nokia has now included a large variety of multi- and social media applications. Nokia communicates that it is not just trying to connect people through phone calls; it is also trying to connect people using the various social media. This is why the latest phones have pre-installed applications that allow you to use Facebook, Hyves, YouTube and Twitter. This way you can always stay in touch with your network of friends/colleagues, even when on the road. Through the use of storytelling Nokia illustrates how people are communicating using these social media in order to plan a trip to the mall. You also see how someone is watching a YouTube video that is sent to him by a friend. The videos show how easy it is to stay connected by using one of the Nokia phones. For people who are looking for an easy way to stay connected with people in their network the Nokia presents itself as a reliable, powerful and fun tool to do so.

Company blog

Nokia does not have a company blog. However, there are also many (professional) bloggers that blog about Nokia. Some of these bloggers are well respected in the blogging community. Their blogs are often highly influential and well-read. Nokia sometimes sends these bloggers one of their cell phones just so they can test it and write about it. The advantages of using respected bloggers is that a review coming from these blogger appears to the reader to be less partial knowing that the blogger is not an employee of Nokia. The disadvantage is that you cannot control what the blogger is going to write. If they do not like your product they will not hesitate to write negatively about it.

Conclusion

From this case study I have learned that Nokia is successful in communicating through the (new) social media Twitter and YouTube using the communication techniques of long tail marketing, storytelling and concepting (see *Table 18: 'Communication techniques used by Nokia when in combination with (new) social media').* With these three techniques they have been and are able to trigger

cognitive, persuasive, associative and behavioral responses with the customer. These responses are triggered by using descriptive messages which show how its products facilitate Nokia's core value: 'connecting people'. Using concepting Nokia communicates additional values such as 'quality', 'user-friendliness', 'technology', and 'design', that appeal to the (potential) customers in a way that they visit the store often and buy products because they want to stay connected with others. Nokia performs one-on-one marketing using the communication technique of long tail marketing in order to service (potential) customers individually.

Table 18

Communication techniques used by Nokia when in combination with (new) social media

Communication techniques used through			
Facebook	*Twitter*	*YouTube*	*Company Blog*
	Long tail marketing	Storytelling / concepting	

Appendix 11: Analysis of the group interview

To investigate why people use (new) social media I conducted a group interview. The group interview, which took place on June 28, 2010, involved four participants. A list of the participants can be found in *Table 19: 'Overview of the Participants'*.

Table 19

Overview of the Participants

Name	Age	Occupation	Sector
Sandra	26	Project Manager at Gemeente Utrecht	Government
Liliana	21	Office Manager at Hogeschool Utrecht	Education
Marin	26	Owner of Digistate (full service webhosting)	ICT
Patrick	25	Accountant at Dominos Pizza (European Head Office)	Fast Food

In *Table 20: 'List of (new) Social Media the Participants use'* a list is provided of which (new) social media is being used by which participants.

Table 20

List of (new) Social Media the Participants Use

	(new) Social media used			
Participant	Facebook	Twitter	YouTube	Blog
Sandra	x	x	x	
Liliana	x		x	
Marin	x	x	x	x
Patrick	x	x	x	

Facebook

During the interview it became apparent that all participants have a Facebook account and actively use it. When asked why they use Facebook all of the participants replied that they use it for entertainment purposes and for staying in touch with friends.

What the participants like about Facebook is that, aside from staying in touch with friends all over the world, it allows you to play games, become a member of (special interest) groups and that you can indicate that you like certain brands. However, when it comes to joining groups, all participants indicate that they have joined special

interest groups relating to their favorite sport, brand, or product. The participants feel joining these groups brings them in touch with other Facebook users that are like-minded and share the same interest(s).

Something that concerns both female participants is their privacy. This is mainly because they fear their profile and its content are not sufficiently shielded from so-called 'Facebook creeps'. Facebook creeps are users that look up profiles of people (usually females) that they have no relation to or familiarity with. These just want to look at their pictures or try to contact them if they are able to find any contact information. The male participants are less concerned with their privacy because they feel Facebook offers enough options to 'shield' your profile. Nonetheless, it is important to check out the security settings each time Facebook changes something on their web site.

Twitter

Twitter is actively being used by three out of the four participants. When asked, the participant that does not use Twitter says she is not ready yet to join the 'hype' that is Twitter. She is reluctant to do so because she values her privacy and does not want the world to know what she is doing at any point in time. She gets challenged on that statement by the other participants because they feel you are in control of what you 'tweet' and you also have the option to make your account 'private'. She countered this challenge explaining that she was not aware of the 'set your account to private'-feature. She indicates that she will now be more likely to join Twitter in the near future.

The three participants that do use Twitter indicate that they were skeptic at first but decided to give Twitter the benefit of the doubt. They soon discovered that Twitter allows for very fast communication, to people all over the world, for free. They indicate that it is a great tool to stay up-to-date on what your friends are doing. Even though you might not have seen your friend in four weeks, by reading his or her tweets you will stay completely up-to-date on his/her life.

After investigating 'who else is on this thing' they started following their favorite athletes and actors. One of the participants plays soccer and is interested in mixed

martial arts, so he started following his favorite soccer players and mixed martial arts athletes. Another participant started following his favorite brands in order to stay up-to-date on any developments. When asked why he follows these brands on Twitter instead of monitoring the brand's website he replied that Twitter allows him to follow (and thus monitor) multiple brands at the same time, which saves him the trouble of visiting all of their individual web sites.

All three Twitter users indicated that the 'fun' of using Twitter is to be able to stay up-to-date on so many topics all in one newsfeed. Two of the participants indicated that the downfall is that they sometimes experience an information overload due to too many tweets being sent at the same time. The fact that Twitter is easy to use and integrates well with other services such as TwitPic (allows you to upload pictures) and TwitVid (allows you to upload videos) contributes to the fun of using it.

All three participants like the fact that there are mobile applications that allow you to use Twitter on your cell phone. This allows them to tell the world about anything funny, scary, exciting or newsworthy they encounter while doing their 'thing' or 'on the road'. What the participants like about Twitter is that it allows for news to spread very fast. If a plane crashes somewhere in the world this news (including links to on-site pictures and videos) spreads faster than news agencies can spread it. The thing the participants dislike is that the same thing happens with disinformation. If someone dislikes Mariah Carey nothing stops them from spreading a rumor about her dying in a car accident. All of the participants indicate they have seen such bad information being spread at least three times since they opened up their account.

YouTube
All four participants indicate they actively use YouTube; however, only one participant actually has an account. The participant that has an account uses it to upload videos of his mixed martial arts sparring sessions in order to share these with his friends and the rest of the world. The participants use YouTube mainly for entertainment purposes such as viewing movie trailers, viewing interviews with celebrities, or just to look up the video clip of their favorite song. The male participants indicate that when they really like a video they usually embed it on their

Facebook profile (YouTube provides the HTML-code needed for embedding) or share the link to the video through Twitter.

Blogs

Only one of the participants indicated he actively reads blogs. The other participants indicate that the only time they read blogs is when they come across them when searching for information through Google. The participant that does actively read blogs does so because these are of interest to him and because he wants to keep his knowledge on specific topics up-to-date. Since he is the owner of an ICT company he needs to be informed and knowledgeable when it comes to any developments in the area of full service web hosting.

Conclusion and summary

What I can conclude after the group interview is that the participants actively use Facebook, Twitter and YouTube. The interview has shown that they like to use these (new) social media to socially connect with people. In this way it forms a replacement for the 'old fashioned' group gathering. Due to busy agenda's and being geographically more and more distant from one another these group gatherings are less and less likely to happen. By using social media one can still keep in touch with family and friends. The participants also use (new) social media as a source of (news) information, even though they admit (new) social media sometimes lack credibility as a news source.

Facebook is more of a multi-media platform offering lots of functionalities besides connecting with friends, such as social gaming, groups, fan pages and so on. It offers a means for personal (social) branding. Your profile, the groups you are a member of, the brands you are a fan of all contribute to your online personality. Facebook's mobile application allows users to stay connected at all time.

The interview has shown that Twitter is used for communication at all times and at all places. The platform is designed to be used on your computer as well as your cell phone and it integrates well with other applications. This makes it the preferred means of communication for the participants. It also allows the users to stay up-to-

date on anything that is happening in their social network as well as in the world in general.

Even though only one of the participants has a YouTube account, all participants use it frequently as a viewer. The participants use it mainly for entertainment purposes. YouTube's mobile application is pre-installed on most cell phones nowadays, allowing the users to view videos anywhere and at any time. YouTube encourages users to share its videos by providing links to their videos as well as HTML-codes so you can embed the video on nearly any website.

Appendix 12: Results of Random test use of (new) social media

Location: Albert Heijn, City Plaza Nieuwegein
Date: 26-6-2010

Table 21

Data collected from small random test at Albert Heijn, age sorted

Nr.	Age	Gender	Occupation	Makes use of:			
				Twitter	Facebook	YouTube	Blogging
1	15	Male	Student	*	*	*	
2	17	Male	Student ICT	*	*	*	*
3	17	Male	Student ICT	*	*	*	*
4	17	Female	Student	*	*	*	
5	18	Male	Public garden keeper		*	*	
6	18	Female	Student	*	*	*	*
7	20	Female	Cashier			*	
8	20	Female	Student	*	*	*	
9	21	Male	Carpenter			*	
10	22	Female	Student	*	*	*	
11	22	Female	Student		*	*	
12	23	Female	Marketing assistant		*	*	
13	23	Female	Student	*	*	*	
14	23	Male	Student	*	*	*	
15	24	Male	Civil servant	*	*	*	
16	25	Female	ICT sales		*	*	
17	25	Male	Customer relationship	*	*	*	
18	25	Male	Concrete plaiter			*	
19	26	Male	Mechanic		*	*	
20	26	Male	Civil servant		*	*	
21	26	Female	Sales manager	*	*	*	*
22	26	Male	Construction worker			*	
23	26	Female	Secretary			*	
24	26	Male	Bus driver			*	
25	27	Male	Auto mechanic		*	*	
26	27	Male	Datacomm specialist	*	*	*	
27	27	Male	PC repair	*	*	*	*
28	28	Male	Teacher		*	*	
29	28	Female	Hairdresser		*	*	
30	29	Male	Auto mechanic		*	*	

31	29	Male	Shop assistant			*	
32	30	Female	Nurse		*	*	
33	31	Male	Police Officer		*	*	
34	31	Female	Mother		*	*	
35	32	Male	Concierge		*	*	
36	33	Female	Cleaner		*	*	
37	33	Female	Secretary	*	*	*	
38	33	Male	Unemployed		*	*	
39	34	Male	Consumer electronics	*	*	*	*
40	35	Male	Financial advisor	*	*	*	*
41	35	Female	Analyst	*	*	*	
42	35	Female	Flight attendant		*	*	
43	35	Female	Flight attendant		*	*	
44	36	Male	Managing Director	*	*	*	
45	36	Female	Secretary		*	*	
46	37	Male	Truck driver				
47	38	Female	HR-consultant		*	*	
48	38	Male	Purser	*	*	*	
49	38	Female	Pedicure		*	*	
50	39	Female	Housewife			*	
51	39	Male	Data miner	*	*	*	*
52	40	Male	ICT specialist	*	*	*	*
53	40	Male	Product manager	*	*	*	*
54	41	Male	HR-advisor	*	*	*	
55	41	Female	Shop assistant				
56	41	Male	Tram driver	*	*	*	
57	42	Female	School taxi driver				
58	43	Male	NS train driver				
59	45	Male	Manager	*	*	*	*
60	45	Female	Management assistant		*	*	
61	47	Female	NS conductor				
62	47	Male	Unemployed		*	*	
63	49	Female	Mail deliverer			*	
64	51	Male	Process manager	*		*	
65	51	Male	Credit advisor		*	*	
66	51	Female	Day care			*	
67	53	Female	Housewife				
68	54	Female	Shop assistant				
69	55	Male	Bus driver				

70	57	Female	Housewife				
71	57	Female	Housewife				
72	57	Female	Housewife		*	*	
73	59	Male	Car salesman			*	
74	59	Male	Teacher			*	
75	60	Male	Furniture				
76	60	Female	Housewife				
77	60	Female	Teacher			*	
78	64	Male	N.A.			*	
79	67	Female	N.A.			*	
80	71	Male	N.A.		*	*	*
81	*)	Female	Secretary			*	
82	*)	Female	Ticket sales			*	
83	*)	Male	*)			*	
84	*)	Female	Housewife				
85	*)	Female	N.A.				
			Total	**27**	**52**	**71**	**12**
			> age 35	**9**	**19**	**19**	**5**

*)   Would not tell

List of footnotes

[1] Rijkenberg, J. (2001). *Concepting (First Edition).* Published by World Advertising Research Center.

[2] Denscombe, M. (2003). *The Good Research Guide (Second Edition).*Published by Open University Press

[3] Denscombe, M. (2003). *The Good Research Guide.* p.30

[4] Denscombe, M. (2003). *The Good Research Guide.* p.39

[5] Logo Starbucks (2010), Retrieved June 20, 2010, from:

http://ladylibertytoday.files.wordpress.com/2009/10/starbucks-logo.jpg

[6] Logo Under Armour (2010), Retrieved June 20, 2010, from: http://www.sporthaus-

krauss.com/contentd/images/stories/FirmenLogos/under_armour_logo.jpg

[7] Logo Apple (2010), Retrieved June 20, 2010, from: http://edwinfotografeert.files.wordpress.com/2009/12/apple-

logo13.jpg

[8] Logo Subway (2010), Retrieved June 20, 2010, from: http://www.pr.com/company-profile/image-gallery-

item/1214-1100

[9] Logo Ultimate Fighting Championship (2010), Retrieved June 20, 2010, from:

http://weblogs.wpix.com/sports/thehuddle/Ufc_logo.jpg

[10] Logo Nokia (2010), Retrieved June 20, 2010, from: http://www.mobilewhack.com/wp-

content/images/2009/04/nokia-logo.jpg

[11] Denscombe, M. (2003). *The Good Research Guide.* p.165

[12] Love, H. (2008). *Unraveling the technique of storytelling.* Retrieved June 24, 2010. From: http://www.hayes-

singh.com/page3/SCM%20Storytelling%20June%2008.pdf

[13] Source: Anderson, C. (2010). *The Long Tail, Chris Anderson's Blog.* Retrieved February 23, 2010. From:

http://www.longtail.com/the_long_tail/about.html

[14] Anderson, C. (2010). *Interview with Chris Anderson.* Retrieved March 5, 2010. From: http://longtail.sitesell.com/

[15] Anderson, C. (2006). *Boost you online sales with long tail marketing.* Retrieved June 24, 2010. From:

http://www.bizwaremagic.com/long_tail_marketing.htm

[16] Rijkenberg, J. (2001). *Concepting.* p.3

[17] Rijkenberg, J. (2001), *Concepting.* p.6

[18] Canning, L. West, D. (2010). *Celebrity endorsement in business markets.* Retrieved June 28, 2010. From:

http://www.impgroup.org/uploads/papers/5651.pdf. p.2

[19] Author unknown. University of Idaho. (2006). *Psychology and Communications studies.* Retrieved June 28,

2010. From: http://www.class.uidaho.edu/college/units/psych/overview.htm

[20] Author unknown. (2010). *From Browsing to Continuous Business Transactions.* Retrieved June 24, 2010. From:

http://www.gaumina.lt/tuuletin/fileadmin/_temp_/marketing_01.gif

[21] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.103

[22] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.104

[23] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.106

[24] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.109

[25] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.110

[26] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.113

[27] Wells, W. Moriarty, S. Burnett, J. (2006). *Advertising, Principle and Practice*, p.116

[28] Business Dictionary. (2010). *Search term: 'Informational Advertising'.* Retrieved July 31, 2010. From:

http://www.businessdictionary.com/definition/informational-advertising.html

[29] Media Dictionary. (2010). *Search term: 'Transformational Advertising'.* Retrieved July 31, 2010. From: http://www.mediadictionary.com/definition/transformational-advertising.html

[30] Association for Consumer Research. (2009). *Informational and Transformational Advertising.* Retrieved July 31, 2010. From: http://www.acrwebsite.org/volumes/display.asp?id=6323

[31] Information Builders (2010). *Jefferson Regional Medical Center Cures Information Overload Syndrome.* Retrieved July 3, 2010. From: http://www.informationbuilders.com/applications/jrmc.html

[32] TweetDeck (2010). *Homepage.* Retrieved Juli 3, 2010. From: http://www.tweetdeck.com/desktop/

[33] Ritu. (2009). *Twitter Guide.* Retrieved July 3, 2010. From: http://applicant.com/twitter-guide/

Business Insider. (2010). *The full story of how Facebook was founded.* Retrieved May 26, 2010. From: http://www.businessinsider.com/how-facebook-was-founded-2010-3

[34] Facebook. (2010). *Press Room.* Retrieved July 3, 2010. From: http://www.facebook.com/press/info.php?statistics

[35] CrunchBase. (2010). *Company information: Twitter.* Retrieved May 28, 2010. From: http://www.crunchbase.com/company/twitter

[36] HCC.nl. (2010). *Twitter test advertentiesoftware.* Retrieved August 11, 2010. From: http://www.hcc.nl/smartsite.dws?id=43074

[37] Campbell, S. (2010). *Social Branding Blog.* Retrieved July 3, 2010. From: http://www.socialbrandingblog.com/199/twitter-facts-figures-infographic/

[38] YouTube. (2010). *YouTube homepage > About YouTube.* Retrieved July 3, 2010. From: http://www.youtube.com/t/about

[39] Siteimpulse. (2010). *Website Monitoring Blog.* Retrieved July 3, 2010. From: http://www.website-monitoring.com/blog/2010/05/17/youtube-facts-and-figures-history-statistics/

[40] Merriam-Webster Dictionary. (2010). *Search term: 'Blog'.* Retrieved July 31, 2010. From: http://www.merriam-webster.com/dictionary/blog

[41] eBizMBA. (2010). *Top 20 Most Popular Blogs | July 2010.* Retrieved July 31, 2010. From: http://www.ebizmba.com/articles/blogs

[42] Under Armour. (2010). *UABiz: Investor Relations.* Retrieved: July 3, 2010. From: http://investor.underarmour.com/investors.cfm