

Social Media use in Europe



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FOREWORD

In January 2010 I was looking for an internship to finish my study International Marketing Management. Internet Advantage was looking for an intern during the same time and after one interview I was happy to join the team in their short period of existence in Utrecht. I would like to thank all the employees that made my internship very valuable and a good learning process to finish my study. My colleagues in Holland, Ruud Kok and Dennis Sievers, and Lennert de Rijk who guided me through the project.

On the other side I got the full assistance of the HU, in person of Gerbrand Rustenburg as my supervisor and the second examiner Arjan Schellinkhout for his assistance during the examination. With a research in a relatively new market it is always uncertain where you will head and with the assistance of everyone that supported me I am very pleased with the project that is in your hands right now.

Utrecht, June 2011

Onno Schopenhauer

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MANAGEMENT SUMMARY

To get a better insight in the Social Media market where Internet Advantage is active in a research in various aspects was performed. Main objectives were to find out about cultural differences in the main markets where Internet Advantage is active (The Netherlands, Spain and the United Kingdom). Another important aspect was to find out how clients would like to see Internet Advantage in the Social Media Marketing. The young company Internet Advantage is growing rapidly and the organization is changing and getting more structured. With an international team of employees and international clients the worldwide ambitions of the company is shown.

The market is moving and next to the main players in the Social Media world like Facebook, Twitter and LinkedIn new trends arrive any time. Being unique and up-to-date is key in this market since these things will make you interesting. The main trends for 2011 are very interesting for Internet Advantage. The use of Social Media is getting more connected to the results in Google, which is the main task for Internet Advantage. Location based services are 'hot' and will grow even further since the use of internet at mobile phones grows as well with the increasing use of smart phones.

To get to the answer of the main question 'How can Internet Advantage offer Social Media Marketing to possible clients in various markets in Europe?' a research was done with the following aspects:

- Country analysis
- Cultural differences
- Questionnaire

The various markets where Internet Advantage is active in differ in the use of Social Media. All the markets are, as in real life, in different phases of the usage and channels vary. The usage differs but the most important is that this is not of any influence at the Social Media strategy that Internet Advantage offers. The differences that exist among the countries will be of influence to the number of responses and followers. This is of importance when targets like these will be set in a contract.

As for the country analysis the markets were researched in the cultural differences. The Hofstede model showed the differences in the various dimensions among the researched countries. With some questions how persons react to various situations and how open they are in showing their feelings more cultural differences were observed. These differences are interesting but as in the differences in usage not of big importance to the offer of Social Media Marketing. The differences will be found in the reactions and openness of your customers at Social Media, and so the customer side and not the offer side. When web care is part of the task this is important but with an international team at Internet Advantage this should not be a problem.

The questionnaire showed us the actual preferences of our clients, ex-clients and prospects regarding Social Media. The expectations of what Social Media does for a company are the same within all the respondents. Most companies see Social Media as a branding tool, a communication device with clients and a traffic leader to their website. The way that Social Media is organized is an interesting point as well. The tasks regarding Social Media is not completely outsourced in almost every company but a combination of an agency and someone from within the company. This results in the expectations of what Internet Advantage could and should offer in this market as well. The results to this question are the same among the three groups as well. Main points of interest are providing workshops, be available as a consultant and give updates about novelties to clients.

Based on the results of the research Internet Advantage is a company with a lot of possibilities within the Social Media Marketing market. As Search Engine Optimization is getting closer to Social Media they have an unique offer of a strong product. With a team full of experts in the Search Engine Optimization market the company has a good image and stands for quality. There are some dangerous sides at the international operations as well with offices in multiple countries. Though that the future looks good there has to remain a continue process of education and training to stay aware of all the opportunities that the internet marketing market offers.

The research shows that it is not necessary to offer a country specific Social Media Marketing product but that a client specific is way more interesting. Each client is active in a market with their own marketing idea and since Social Media should be a part of your communication and marketing strategy they should have their own Social Media marketing strategy. Offering a package is not beneficial since every client is different. Though there must be standard prices for services offered and a good knowledge of what to offer to which client.

1. INTRODUCTION

1.1 The research

Marketing is changing. The change is an ongoing process with new trends arriving and going every now and then. Marketing tools have the same character. Since internet is (becoming) one of the most used technologies in day to day life internet marketing is becoming one of the most important tools in marketing itself. It started with the necessity to have a good website for the company. Nowadays being active at the world wide web is getting more important, since most of your customers are connected 24 hours a day.

With this in mind the idea for writing this research came alive. At the moment I started my internship there was a research going on to investigate how clients, ex-clients and prospects see Internet Advantage and what they would expect from us regarding services to offer. In addition to this my own research focuses at the various markets where Internet Advantage is active in, and how they differ. These two researches in combination provide an overview for the recommendation for how to offer Social Media to our customers.

1.2 The company

Internet Advantage was founded in 2004 by René de Jong. De Jong is a Dutch entrepreneur who started Don Quijote in Spain in 1986. Don Quijote is a language school, currently with 26 locations divided over 11 countries. As learning became more digital by the upcoming world wide web a new business was found and founded. Internet marketing became the new focus and since the start of the company it has been successful in its market. In the end of 2008 a new office was opened in Madrid, which functions mainly as a sales office. Since April 2010 another office was opened by Lennert de Rijk in Utrecht. This office has its focus at the Dutch market but has strong connections with the main office in Salamanca. The clients are located all over Europe with the main markets in Spain, The Netherlands and Great Britain.

As their website says Internet Advantage is active in the Internet Marketing world. Main focuses are Search Engine Optimization (SEO) and Social Media Marketing (SMM). With SEO the company provides a service to optimize the search rate for websites within Google. This is performed by an analysis of the website, competitors and a keyword check. In SMM Internet Advantage will take care of the Social Media use of a company or/and provide a strategy regarding the use of Social Media of a company.

Internet Advantage is active in different market segments. In Spain, because of the former business contacts of René de Jong, Internet Advantage is mainly active in the education and travel industry. In The Netherlands, and the other countries that the company is active in, the market is more spread over various markets.

2. METHODOLOGY & LIMITATIONS

2.1 Research Question

With the ongoing growth and popularity of Social Media it would be interesting for Internet Advantage to know how they should offer Social Media Marketing and what the differences are among the markets in which they are active. Therefore the following research question is formed.

How can Internet Advantage offer Social Media Marketing to possible clients in various markets in Europe?

2.2 Sub Questions

To answer the main research question the following sub questions were formed to get an answer and a better view in the world of Social Media and the world around Internet Advantage.

- What is Social Media?
- What are the current trends in Social Media?
- How are the main markets of Internet Advantage using Social Media?
- Is there a difference in the use of Social Media and is this important for Internet Advantage?
- Are cultural differences of influence in the use of Social Media?
- Are cultural differences of influence in the provision of Social Media by Internet Advantage?
- What does a possible Social Media client expect from Internet Advantage regarding Social Media?

2.3 Research

The research will be conducted with various aspects. In the field of Social Media there is a lot of information available on the world wide web. As where Social Media stands for, information is shared. This is done by whitepapers and other researches which are very helpful in performing a research like this one. ComScore is a global leader in measuring the digital world and provides statistics that were useful to see differences among the countries and to see the overall use of Social Media.

To find out if there is a correlation of Social Media in the various markets and the cultural differences between these countries literature from Fons Trompenaars & Charles Hampden-Turner and the Hofstede model were of assistance. The questions regarding the wishes of the client side were measured by a questionnaire among ex-clients, current clients and prospects.

With the information gathered in all the various channels a clear conclusion and recommendation is formed to answer the main research question.

2.4 Limitations

The limitations for this research cover various aspects. The first limitation is that the focus of this research 'Social Media use in Europe' is at the countries where the main customers of Internet Advantage are active. These countries are the Netherlands, Spain and the United Kingdom. The 'level' of Social Media and internet use is researched by figures and data from ComScore researches and multiple whitepapers. The most important factors are the internet penetration and the average number of friends. Accurate, reliable and up-to-date information is key in this research and during the writing of this research various updates of data took place.

To compare cultural differences among the three countries the Hofstede model is used to compare the different dimensions. With two examples from the book 'Riding the Waves of Culture' of Fons Trompenaars & Charles Hampden-Turner the differences are compared in practice with a connection to online behaviour. No further cultural differences are taken into account.

The performed questionnaire has been tested with a 95% significance level at various questions. Some hypothesis were rejected and some not. The most rejections are questionable due to the question and the knowledge of Social Media and its possibilities of the respondents.

3. INTERNAL ANALYSIS

3.1 Organization

Internet Advantage is a young company, with less than 10 years of existence. The strategy differs per country since the way internet marketing is used in Europe is very country specific. In Spain there are two offices from Internet Advantage. The main office is in Salamanca where about 35 people work. About 10 of them are students who are doing an internship. The founder and general manager [René de Jong](#) works out of Salamanca as well. The other office in Spain is a sales office in Madrid where only 5 employees operate. Since April 2010 the first Dutch office was opened in Utrecht. In Utrecht there is a focus at the Dutch market but there are clients from all over Europe. Among the three offices there is a lot of contact, mostly by Skype. In Holland [Lennert de Rijk](#) is the country manager and is assisted by two Senior Online Marketing Consultants, [Ruud Kok](#) and [Dennis Sievers](#). Next to the three main employees there are students working on internship base. Where it started in 2004 with 5 employees the company has grown rapidly to an internationally active company with about 50 employees. With the latest trends and growing internet marketing market Internet Advantage has a bright future in front of itself.

3.2 Marketing mix

Since Internet Advantage is active in multiple European markets, which all have a very different use of Internet Marketing, the strategy differs per country. In Spain the focus is at the education and travel industry. In Holland there is not a profile set for specific industries. The world where the company is active in is very clear, especially for Holland. In the internet marketing every company can be a possible client. The services that Internet Advantage offers are very useful for every company with a website that wants to be found in Google or who want to be active with Social Media to develop their brand and be seen online. Both services are ways to generate leads and sales through the internet for your business. To have a good margin and be able to give every customer the good treatment as Internet Advantage likes to, the focus is at the medium and more big companies with a minimal budget of € 10.000,-

For the Dutch business Social Media isn't a big part yet of the day-to-day business. This is due to the image of Social Media so far in Holland. Multiple researches have shown that Social Media isn't a tool that is optimally used in the Netherlands. Most of the companies are aware of Social Media but they don't see any business or profit in it yet. This image and the use of Social Media is changing rapidly. There are a lot of good examples that show that more and more companies started to be active in the Social Media Marketing world since 2009.¹ Now, almost 2 years later, other things are getting more important. The fact of being present at Social Media is alive, but now the strategic questions are more interesting.²

¹ Whitepaper Social Media in Nederland, Tribewise, September 2009

² Whitepaper Pordres Social Media Onderzoek 2011, February 2011

4. SOCIAL MEDIA

4.1 What is it

Social Media is the (upcoming) trend in internet marketing for the last years. The expenditures are growing and more and more companies get really active at Social Media. Since the bigger part of many companies' customers all grew up with internet and a big percentage is active at Social Media, marketing through this channel is very beneficial. Next to that Social Media marketing is a very low cost marketing channel, which is even more a factor to make use of it.



Figure 1. Youtube video: Social Media Revolution 2011 (click to play)

The target group of Social Media is very wide, since more and more demographic groups are getting online and become part of various Social Media.

4.2 Social Media types

Within the Social Media Marketing there are various types that can be used. Of every different type there are different websites that are available to make use of them. An overview:

Social networks: These sites allow people to build personal web pages and then connect with friends to share content and communicate. Social networks can be generic, like [Facebook](#) or [My Space](#), professional, for example, [LinkedIn](#) or [Xing](#). An internal social network for a company is getting more popular nowadays, [Yammer](#) is an example of a network like this.

Blogs: Perhaps the best known form of Social Media. Blogs are online journals, with entries (they are called posts) appearing with the most recent first. A variety is the podcast, where the entries are video or audio files.

Wikis: These websites allow people to add content to or edit the information on them, acting as a communal document or database. The best-known wiki is [Wikipedia](#), the online encyclopedia which has over 3,6 million English language articles.³

Forums: Areas for online discussion, often around specific topics and interests. Forums came out before the term “social media” and are a powerful and popular element of online communities.

Content communities: Communities which organize and share particular kinds of content. This can be media communities: with photos ([Flickr](#)), or videos ([YouTube](#)). Or about news and links ([Delicious](#), [Digg](#), [Meneame](#)). Another upcoming popular content community is [Slideshare](#), which is a sharing community for presentations.

Microblogging: Social networking combined with bite-sized blogging, where small amounts of content (‘updates’) are distributed online and through the mobile phone network. [Twitter](#) is the clear leader in this field.

4.3 Major Social Media players

4.3.1 Facebook

Over 500 million users and getting more and more connected to business. This media is getting more interesting for business because of advertising and group pages. The opportunities for a company to present themselves in an interesting way and in their own style are growing. Multinationals spend a lot of money to become popular and receive ‘likes’ from fans. In this way they stay in touch with their customers. Some nice examples of companies that are active on Facebook and use it to promote their brand even further with commercials or viral videos are Heineken, Porsche, Ikea and Hi. Click the logo of these companies on the right side to see what they have done. The average number of friends on Facebook is 130.⁴

4.3.2 Twitter

The microblog Twitter is an important player and with the connection with other software and applications ‘tweets’ can be posted to various networks. With only 140 characters available per tweet you need to be clear and use short phrases. Twitter is used for all kind of purposes and mostly redirecting more to other websites for business users. With URL shorteners like [bit.ly](#) you can easily forward to a longer URL in your tweet. Volkswagen used Twitter in their campaign to promote their car in Sao Paulo, which you can see if you click their logo.



Figure 2. Youtube videos: Various Social Media examples (click to play)

³ www.wikipedia.org

⁴ <http://www.facebook.com/press/info.php?statistics>

4.3.3 LinkedIn

The more professional network is LinkedIn, which is used by executives and employees in general. LinkedIn is for example used to stay in contact with your business partners, place vacancies and discuss business related topics in groups related to the subject. LinkedIn is like Facebook as well an possibility to attract customers and to connect to your clients.

4.4 Trends

The trends in Social Media change rapidly due to the innovative market. A nice infographic about the trends for 2011 was made by TIG Global (shown on the right side). Some new features that are prospected to be trends in 2011 are shown as well as the prospected use of Social Media.

Social Media websites like LinkedIn, Twitter and Facebook become more important in Google searches, and they are used as a search engine themselves. The importance of being liked at the various social networks is getting more important as well.

Location based services get more and more attractive.⁵ Facebook Places turned live gradually over Europe since September 2010 and Foursquare came alive in July of 2009. Initially these services are intended as a marketing tool and in the end they probably will be. At the moment people use them more as a game and a social tool to stay connected with friends, in location based fields. Companies are getting in touch with these services along the way and the marketing idea behind it is getting its presence. Marketing campaigns in these type of services are applicable to a variety of businesses. The two other infographics on the right side show the current statistics about location based applications. It shows that it is still an early adopters thing and mostly used for discounts and to get to know the location.



The QR-code on the left is said to be a trend as well in 2011. Though it is doubtful since it is out there for a long time. The use is simple, but too many people are not aware of the existence or not able to use it. You only have to scan the image on the left side with a QR scanner, which you can download on almost every smartphone, and you will be directed to anything. For example a redirection to a website, a text will be shown, a phone number will be added to your contacts or an automated SMS will be send.

Facebook is getting used in various ways, nowadays sales trough Facebook are a possibility. With the connection with Facebook Credits and group buying Facebook might become a sales channel which can be very beneficial for e-commerce. In the USA there are already companies using this feature but there are no sales figures yet, since it is one of the latest trends. Websites like Amazon are looking for the connection with Facebook.⁶

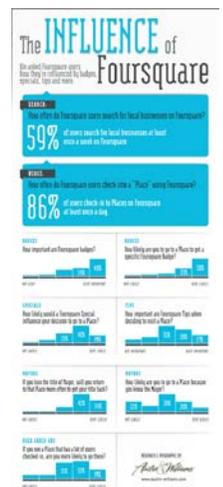
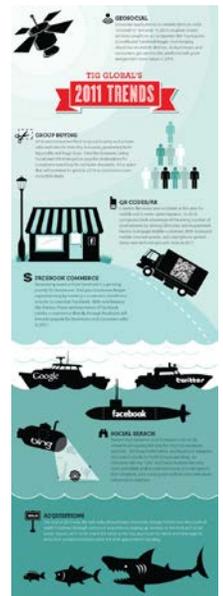


Figure 3. Various infographics about Social Media trends. (click to enlarge)

⁵ <http://www.sprout.nl/81/23329/startup/foursquare-groeit-met-3-miljoen-leden-in-4-maanden.html>

⁶ https://www.amazon.com/gp/gc/order?type=Facebook&occasion=MP3&design=mp3headphones_09_us

4.5 Consequences

For Internet Advantage all the various Social Media mean a lot of possibilities. All these possibilities mean that each client should be present at the most interesting channels which are beneficial and where their customers are active at. With a lot of channels available every type of client can be served.

The knowledge and possibilities of the major Social Media players like Facebook, Twitter and LinkedIn should be up-to-date to offer to our clients. The trends in the market should be followed as well to give an offer with the latest technologies in Social Media Marketing. Being first is very important as well as being creative in the various channels. With these two aspects you can be successful and with the upcoming importance of Social Media presence in the Google search results Internet Advantage has the knowledge available.

5. COUNTRY ANALYSIS

To investigate the various markets where Internet Advantage is active in a country analysis with the focus at social media use in these countries gives a good view. Researches to measure these kind of statistics are performed monthly by several agencies. The [ComScore Digital Year in review of 2010](#) is used as a guideline for this analysis with several national researches next to that which are mentioned within the analysis of the specific country. Since the main clients are in The Netherlands, Spain and the UK the country analysis focuses at these countries.

The world map of social networks

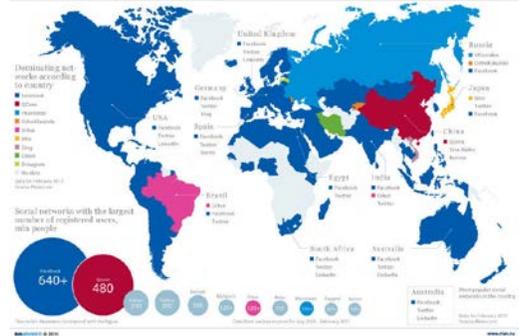


Figure 5. *The world map of social networks*
(click to enlarge)

5.1 Europe online

In Europe the online behavior is changing. This differs by age and by country. In the overall figures we see that social networking becomes more and more popular, as where other online tasks are decreasing. Emailing is even getting less popular at the age group of people between 15-34 which shows that Social Media is becoming more important for various aspects in business. The other factors that decreased even more drastically were instant messengers and portals. Instant messengers are replaced since messaging by mobile phones is very cheap and due to applications like [WhatsApp](#), which offer a free chat service among mobile phones with internet connection.

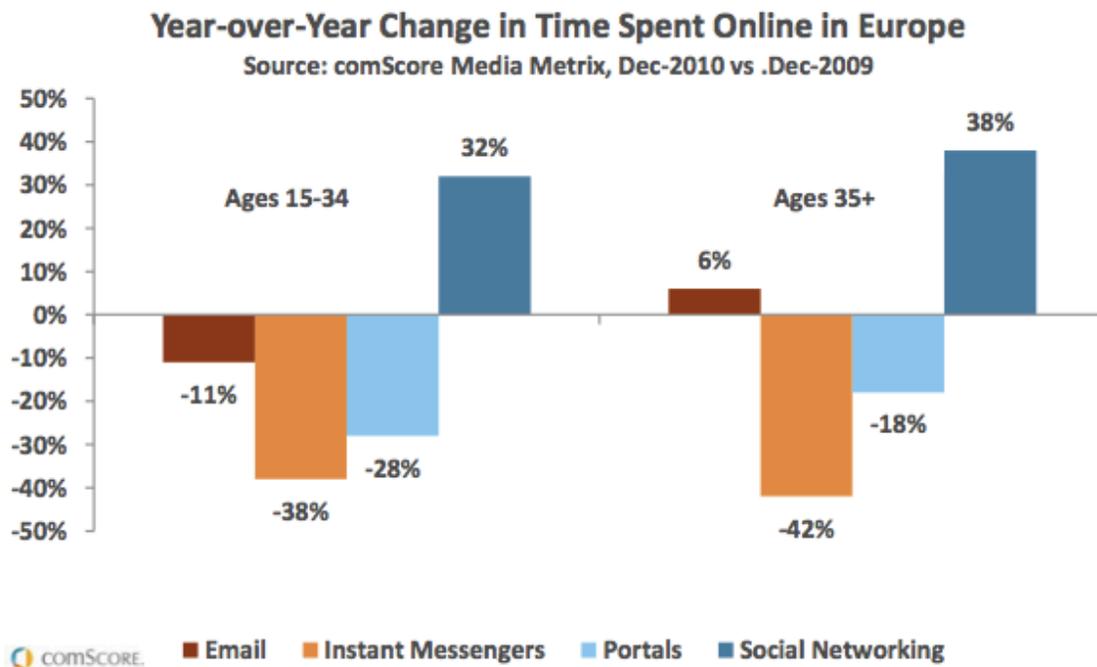


Figure 6. *Time Spent Online in Europe*

Top Five European Markets for Facebook Growth by Increase in Percentage Reach

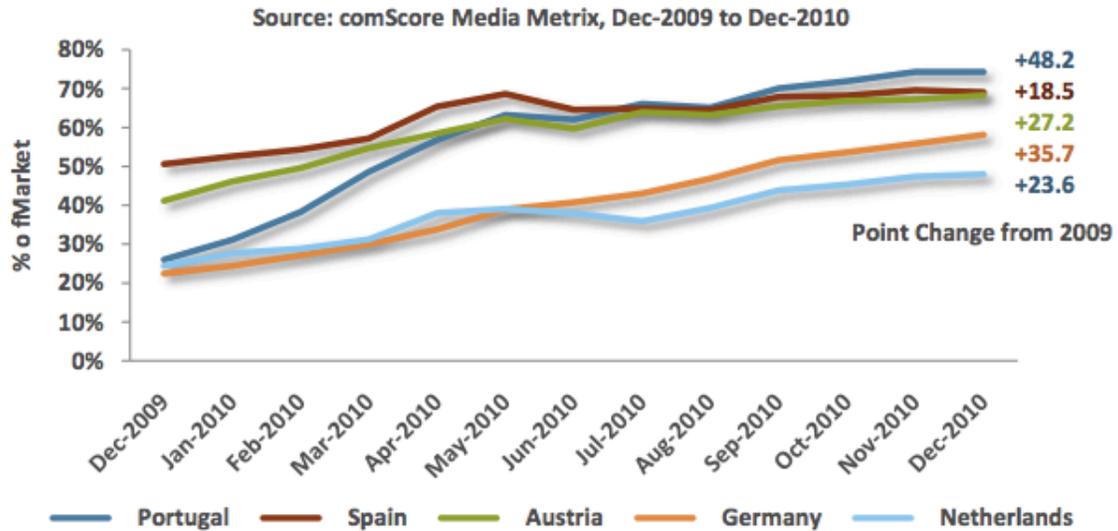


Figure 7. Facebook growth in the top 5 European markets

The graph above gives a good impression about the importance that Facebook has and will have in the near future. The ongoing growth is enormous. Among the countries that had the highest growth percentage the main countries for Internet Advantage are present.

Percentage of Time Spent on Top 100 Properties in Europe

Source: comScore Media Metrix, Dec-2010

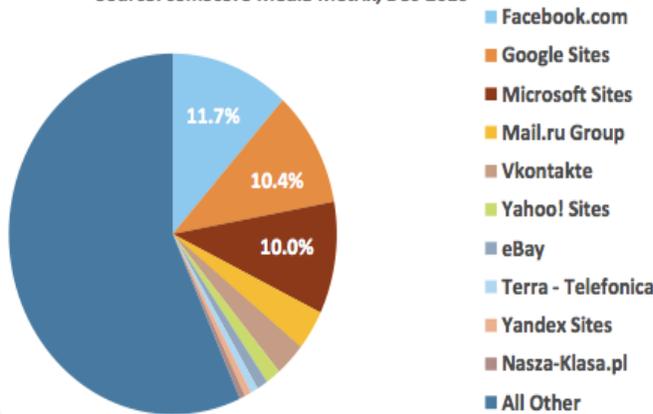


Figure 8. Time Spent on top 100 properties in Europe

The table on the left side shows the importance and status of Facebook in comparison to other websites. With such an amount of time spent on this website it is likely to be an interesting channel to be at.

The chart below is another interesting fact. Facebook is used as search engine as well, they are in the second position behind Google. People do not only search at Google for you, Facebook presence is important as well. This is the so called 'social search' that is getting more interesting for companies.

Top Search Properties in Europe by Searcher Penetration

Source: comScore qSearch, Dec-2010

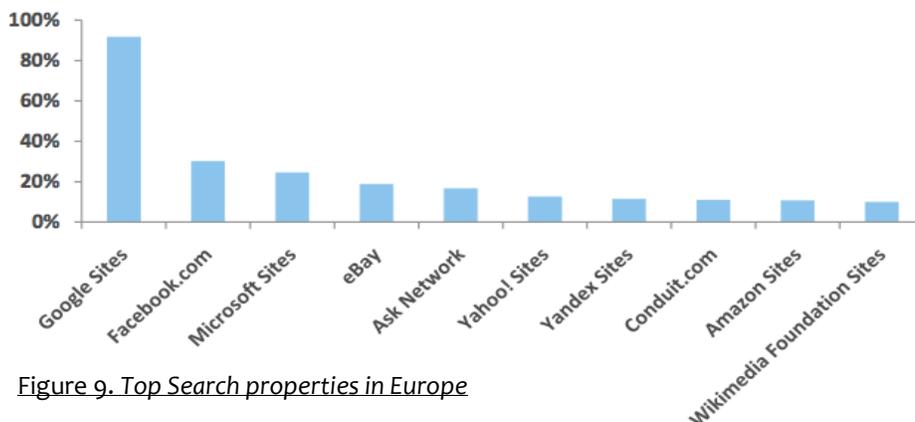


Figure 9. Top Search properties in Europe

5.2 Netherlands

In the Netherlands there is an ongoing growth in the use of Social Media, as in many countries in Western Europe. The main social networks are Hyves and Facebook, mainly used for the connection with friends. As the statistics on the downside of this page show, Hyves is the biggest community, but Facebook is getting close.

For both LinkedIn and Twitter the Netherlands rank number 1, with the highest internet penetration rate with the use of these media.⁷

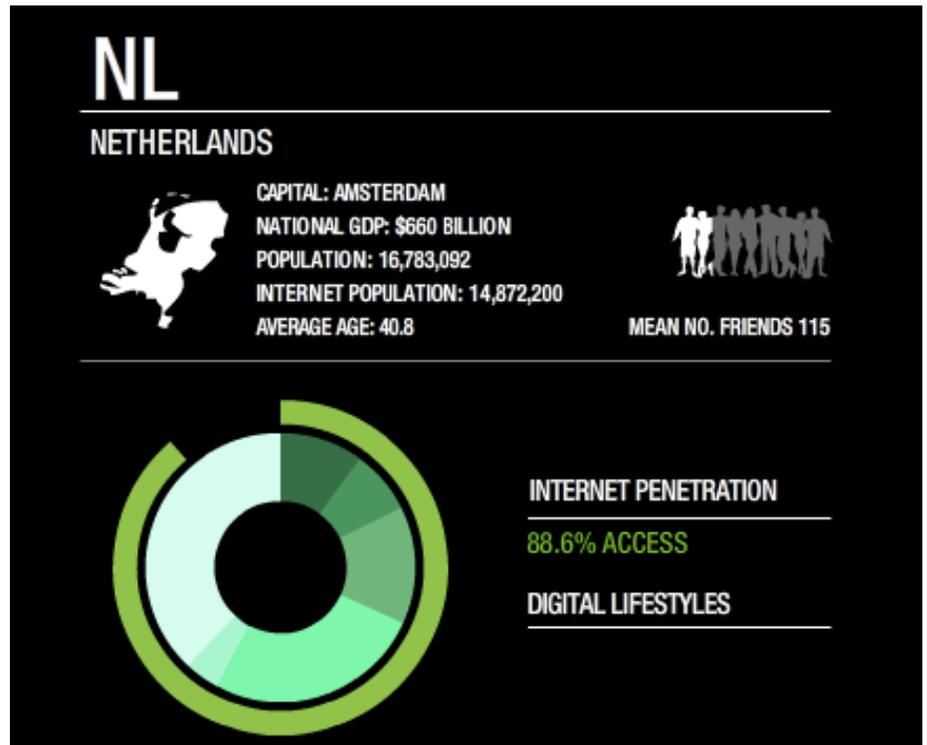


Figure 9. Digital figures about the Netherlands

With a high internet access rate of 88,6% life without the use of the worldwide web seems to be difficult, or at least getting access seems to be rather easy. In combination with the table below, which shows that about 96.1% (11,490/11,953) of the internet audience above 15 uses social networks nowadays. With this percentage the opportunities to reach your customer by social media in the Netherlands is proven for a wide variety of target groups. If there is a good target based strategy, social media might be one of the most effective and personal types of marketing. The average number of friends is average with 115.

Top 5 Social Networking Sites in the Netherlands March 2011 vs. March 2010 Total Netherlands, Age 15+, Home & Work Locations Source: comScore Media Metrix			
	Total Unique Visitors (000)		
	Mar-2010	Mar-2011	% Change
Total Internet : Total Audience	11,927	11,953	0
Social Networking	9,742	11,490	18
Hyves	7,692	7,650	-1
Facebook.com	3,717	6,556	76
Twitter.com	1,923	3,207	67
LinkedIn.com	1,830	3,118	70
Windows Live Profile	2,924	2,769	-5

Figure 10. Top 5 Social Networking Sites in The Netherlands

⁷http://bit.ly/comscore_research

5.3 Spain

In Spain there is more or less the same situation as in the Netherlands. There is Facebook, which has a lot of members and there is a local social network. This one is named Tuenti and is comparable with the Dutch Hyves. In Spain Facebook is already bigger as Tuenti is. In the table below Tuenti is shown under the name of Terra – Telefonica, the company that bought Tuenti in august 2010.

The main difficulty in Spain to get everyone united in one social network is the regionalism in Spain.

Both Tuenti and Facebook are available

in all the regional languages (Catalan, Basque, Galician and Castellano) which makes it difficult to connect the various regions. Since February 2011 the local based service Foursquare became available in Spanish⁸. With the Spanish version the users in Spain doubled in one month.⁹ The necessity of providing marketing in Spanish, or if applicable, the regional language is a must to achieve success in social media marketing.

The internet penetration is relatively low with 62.6%. This is mainly the result of a less digitalized world and a lower income level. With this in mind it is likely that not every target group is represented that

well at social networks in Spain. The average number of friends is below average with 90 friends. This can be an advantage as well, if the friends that they have are stronger connections and they tend to share more easy.

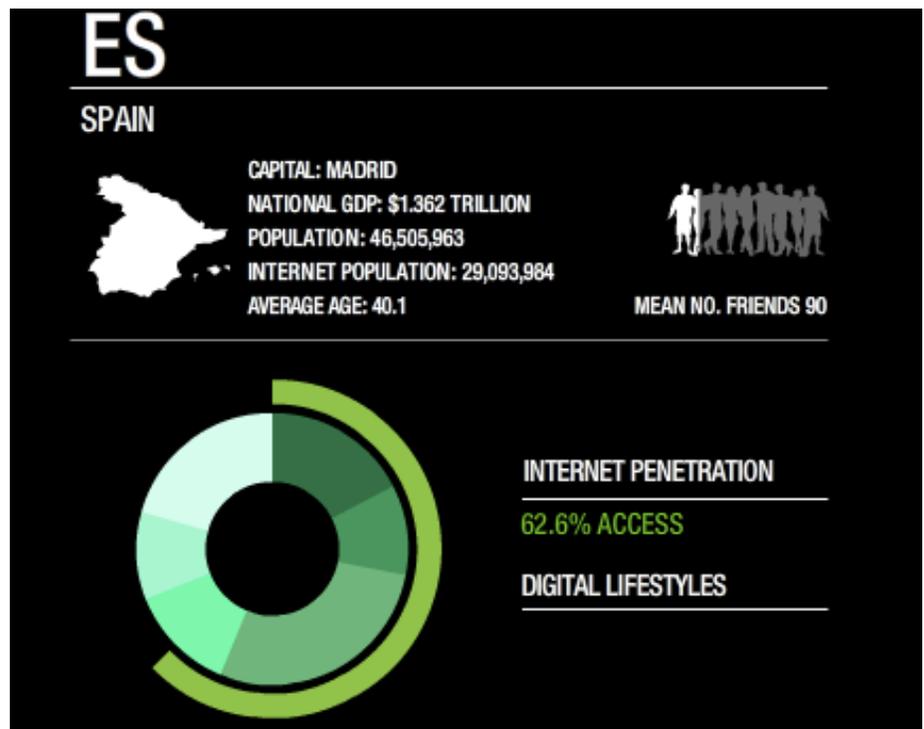


Figure 11. Digital figures about Spain

Top Properties in Spain Ranked by Total Unique Visitors March 2011 Total Spain, Age 6+, Home and Work Locations Source: comScore Media Metrix		
Properties	Total Unique Visitors (000)	Average Minutes per Visitor
Total Internet : Total Audience	23,495	1,474.4
Microsoft Sites	22,790	288.5
Google Sites	22,229	187.1
Facebook.com	15,696	181.6
Terra - Telefonica	14,008	321.2

Figure 12. Top properties in Spain

⁸ http://www.elpais.com/articulo/tecnologia/FourSquare/habla/castellano/elpeputec/20110218elpeputec_3/Tes

⁹ <http://www.marketingnews.es/tendencias/noticia/1047399029005/primer-estudio-internacional-usuarios-foursquare.1.html>

5.4 UK

The UK is probably the most social media advanced country among the three countries in this report. To have a good view of how many people are involved in social media in the UK nowadays click the video on the downside of this page.

The video shows some interesting aspects about how the internet population uses the web in the UK. They are involved in Social Media and share a lot of various things. The UK is the 3rd largest country in Facebook users behind the USA and Indonesia.¹⁰

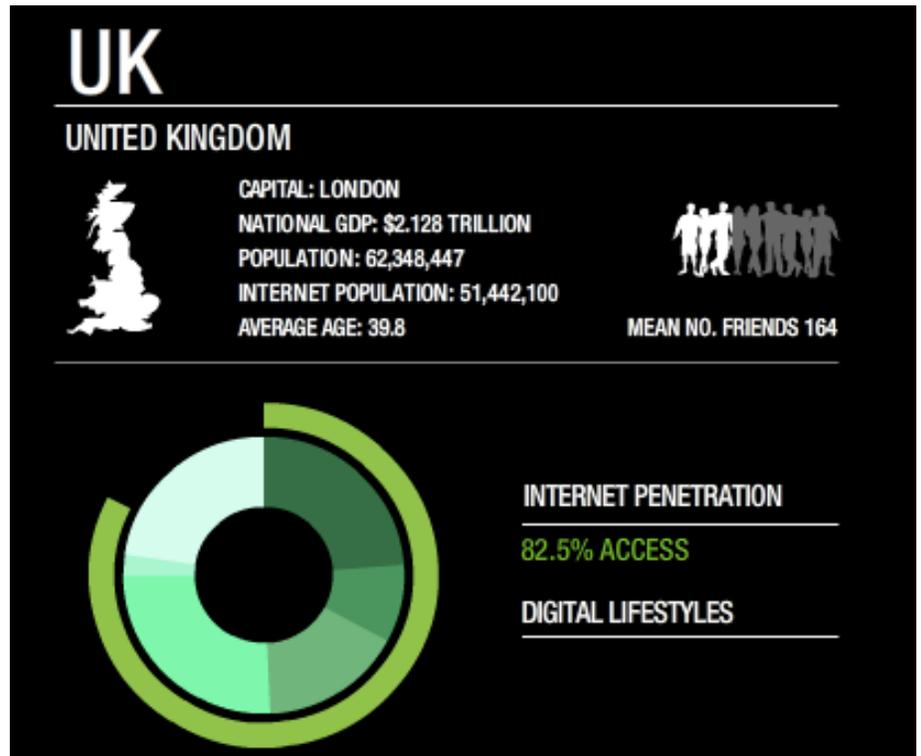


Figure 13. Digital figures about the UK

Although there are 4 countries within the United Kingdom there are no clear differences in the offer at Social Media. There are various dialects and there is national pride among them but they are not of any influence at the websites.

The internet penetration of 82,5% is very good so that a lot of people do have access. With the additional figures in the video we see that the people who are online really are collaborating in the social media networks. The average number of friends is above the average with 164 friends.



Figure 14. Youtube video: Just How BIG is social media in the UK?

¹⁰ <http://www.clickymedia.co.uk/2011/03/uk-facebook-statistics-for-march-2011/>

5.5 Consequences

The results of the country analysis show that the differences among The Netherlands, Spain and the United Kingdom are small. The internet penetration varies and especially Spain is far below the two others in this statistic. Nevertheless the numbers show that online marketing is a must. With the growing population at social networks and the multiple ways of using Facebook this is the place you want to be.

The bigger presence online and the online behaviour of the internet population in the UK shows that the countries are in different phases regarding Social Media. The table below shows that the Netherlands is the number one in average online hours per month. All these different numbers show that the use of internet is very different among the various countries. The question is if this should influence the Social Media strategy of a company in each specific country.

The various numbers of friends is another aspect that varies among the three countries. A bigger network is easier to spread something way more quickly, but on the other hand you might not share everything that easy in bigger groups as in smaller groups. The difference in this number is one to doubt. The United Kingdom is said to be in advance of the two other countries regarding Social Media. Since their number of friends is higher this might be the future, or is it a cultural thing.

Overzicht van Europees internetgebruik per land Gerangschikt op basis van het totaal aantal unieke bezoekers (000) April 2011 Totale doelgroep Europa, leeftijd 15+, thuis- en werklocaties Bron: comScore Media Metrix			
Landen	Totaal aantal unieke bezoekers (000)	Gemiddeld aantal uren per bezoeker	Gemiddeld aantal pagina's per bezoeker
Wereldwijd	1.362.369	21,9	1.963
Europa	365.274	24,2	2.462
Duitsland	49.860	21,7	2.389
Rusland	47.853	22,3	2.355
Frankrijk	42.300	24,9	2.364
Verenigd Koninkrijk	36.451	29,8	2.697
Italië	23.087	16,6	1.584
Turkije	22.834	29,3	3.121
Spanje	21.384	23,8	2.177
Polen	18.193	24,2	2.743
Nederland	11.958	31,3	3.105
Zweden	6.150	22,3	2.141
België	5.924	18,1	1.844
Oostenrijk	4.665	12,5	1.336
Zwitserland	4.656	17,5	1.713
Portugal	4.122	19,9	1.872
Denemarken	3.644	18,4	1.903
Finland	3.342	23,8	2.167
Noonwegen	3.219	23,0	1.858
Ierland	2.064	19,0	1.700

For Internet Advantage this doesn't mean any direct influence. The knowledge we gain from this is that for each country there should be different expectations in number of followers and discussions. Though this does depend on the market segment as well. This information is another aspect that shows that every case is different in providing Social Media Marketing. For each Social Media client there should be prepared a competitor analysis to see how targets can be set in a country and a market segment.

Figure 15. European Internet usage per country

6. CULTURAL DIFFERENCES

The population in the Netherlands, the UK and Spain are very different. In this chapter I will discuss these cultural differences on the hand of some interesting examples from the book of Fons Trompenaars and by the cultural dimensions of Geert Hofstede.

6.1 Cultural Dimensions by Hofstede

According to Geert Hofstede different cultures need different kind of management. Management is done and seen differently all over the world and is influenced by global and local influences. Religion, politics and the society are such influencers for example. Therefore the Hofstede cultural dimensions model was created with five values that show the differences among cultures in these dimensions. Below you find a description of each dimension as stated by Hofstede.

Power Distance Index (PDI) focuses on the degree of equality, or inequality, between people in the country's society. A High Power Distance ranking indicates that inequalities of power and wealth have been allowed to grow within the society. These societies are more likely to follow a caste system that does not allow significant upward mobility of its citizens. A Low Power Distance ranking indicates the society de-emphasizes the differences between citizen's power and wealth. In these societies equality and opportunity for everyone is stressed.

Individualism (IDV) focuses on the degree the society reinforces individual or collective achievement and interpersonal relationships. A High Individualism ranking indicates that individuality and individual rights are paramount within the society. Individuals in these societies may tend to form a larger number of looser relationships. A Low Individualism ranking typifies societies of a more collectivist nature with close ties between individuals. These cultures reinforce extended families and collectives where everyone takes responsibility for fellow members of their group.

Masculinity (MAS) focuses on the degree the society reinforces, or does not reinforce, the traditional masculine work role model of male achievement, control, and power. A High Masculinity ranking indicates the country experiences a high degree of gender differentiation. In these cultures, males dominate a significant portion of the society and power structure, with females being controlled by male domination. A Low Masculinity ranking indicates the country has a low level of differentiation and discrimination between genders. In these cultures, females are treated equally to males in all aspects of the society.

Uncertainty Avoidance Index (UAI) focuses on the level of tolerance for uncertainty and ambiguity within the society - i.e. unstructured situations. A High Uncertainty Avoidance ranking indicates the country has a low tolerance for uncertainty and ambiguity. This creates a rule-oriented society that institutes laws, rules, regulations, and controls in order to reduce the amount of uncertainty. A Low Uncertainty Avoidance ranking indicates the country has less concern about ambiguity and uncertainty and has more tolerance for a variety of opinions. This is reflected in a society that is less rule-oriented, more readily accepts change, and takes more and greater risks.

Long-Term Orientation (LTO) focuses on the degree the society embraces, or does not embrace, long-term devotion to traditional, forward thinking values. High Long-Term Orientation ranking indicates the country prescribes to the values of long-term commitments and respect for tradition. This is thought to support a strong work ethic where long-term rewards are expected as a result of today's hard work. However, business may take longer to develop in this society, particularly for an "outsider". A Low Long-Term Orientation ranking indicates the country does not reinforce the concept of long-term, traditional orientation. In this culture, change can occur more rapidly as long-term traditions and commitments do not become impediments to change.

	NL	ES	UK
PDI	38	57	35
IDV	80	51	89
MAS	14	42	66
UAI	53	86	35
LTO	44		25

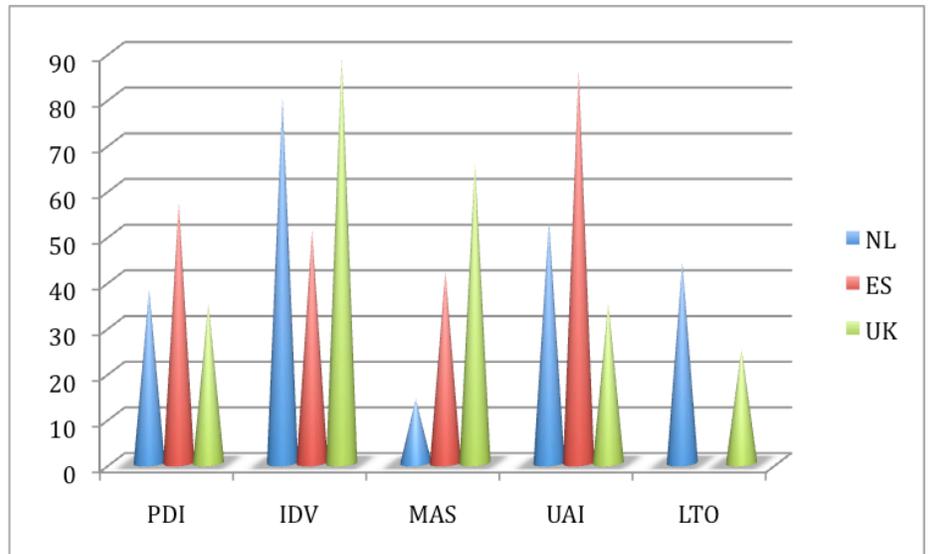


Figure 16. Cultural Differences within the Hofstede model for the Netherlands, the UK and Spain

6.2 The results

The PDI shows a more or less equal number at the Netherlands and the United Kingdom. These countries are more equally organized as it is done in Spain that has a higher score in this field. The 2nd dimension of individualism has the same picture. Where the Netherlands and the UK are very equal, Spain scores a different number. In Spain there is a more collectivism idea and groups are connected stronger. In The Netherlands and the UK individuals are more respected and more important. The main differences between the cultures are in the following two dimensions. First of all the masculinity of each country. Where The Netherlands score very low, Spain scores average and the UK is in the higher segment. The position of females differs very much among the countries. The Uncertainty Avoidance Index shows huge differences as well in the scores. The UK has a medium/low score where Spain scores very high and the Netherlands stay in the middle. The higher scoring Spain seems to have a lot of rules and regulations and is not willingly to accept changes easily. The UK is way more open to these kind of situations and are less concerned and willing to take risks. The Long Term Orientation is very low in the UK. In connection with the UAI this seems logic. Changes are made easily since they don't stick to a long-term orientation. The Netherlands score average in this dimension like the previous one. For Spain there is no figure available in this dimension.

6.3 The bad restaurant

The graph at the right side shows the result of writing a false review. The respondents was asked if they would write an honest review if they had a really bad dinner at a new restaurant that a friend just opened. The higher the score the more honest the people are in their review. For Social Media this is a relevant topic since it is all about sharing ('honest' or not) information. Multiple researches show that recommendations from friends that people know are very valuable.¹¹ The three researched countries are very close to each other in the graph with numbers between 54% and 61%.

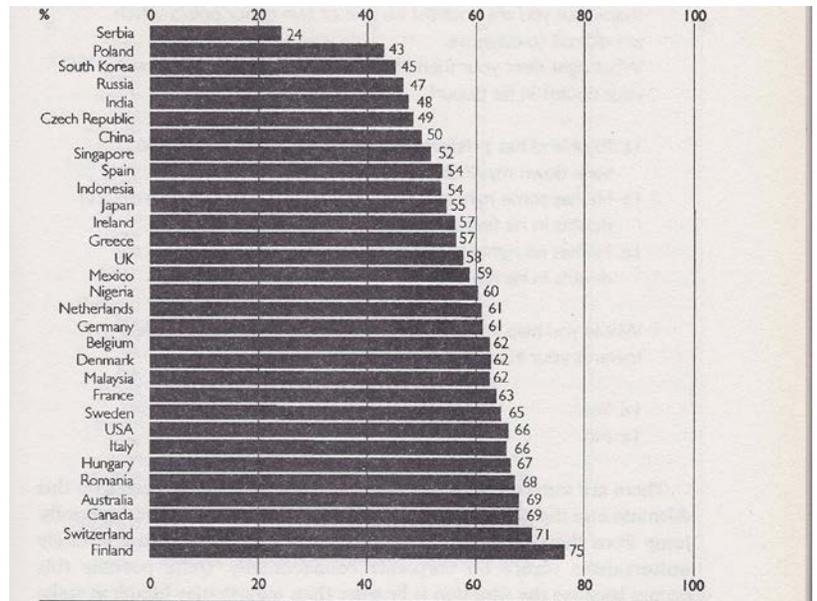


Figure 17. The Bad Restaurant (Riding the Waves of Culture, Trompenaars)

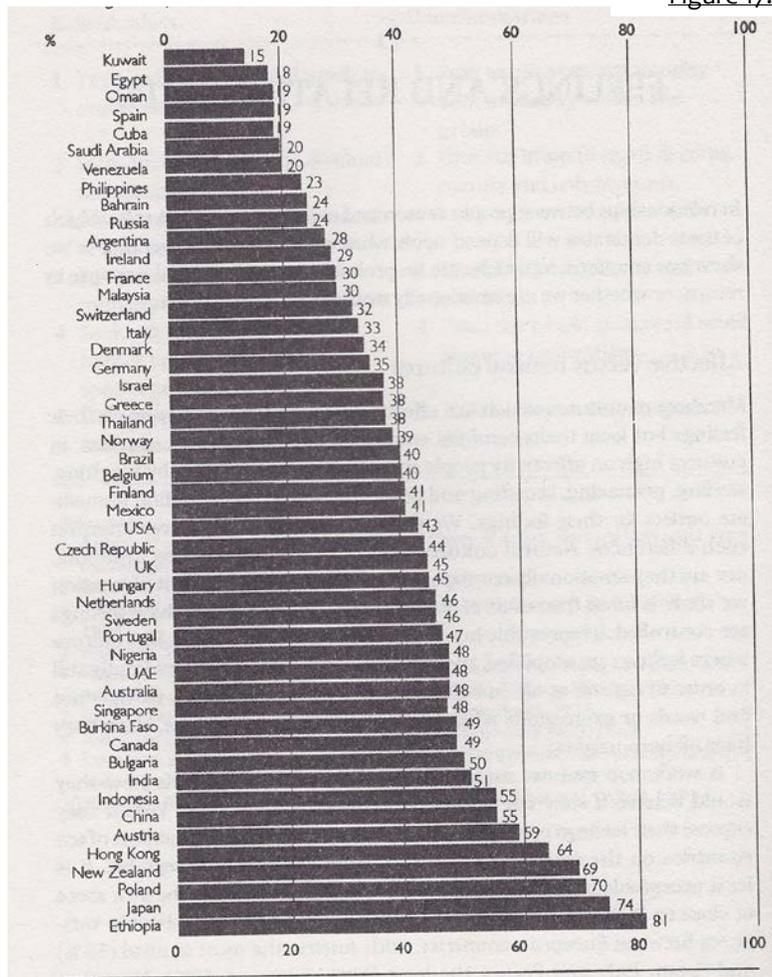


Figure 18. Feeling upset at work (Riding the Waves of Culture, Trompenaars)

6.4 Feeling upset at work

Another interesting example is the graph on the left side. People were asked if they would show emotions openly or not at their work. Showing emotions at your work might be connected to the online behaviour of people from certain countries. In this figure there are some big differences between the countries. In Spain it is very likely to show your emotions where only 19% would not show their emotions openly at work. The UK and the Netherlands are close to each other with 45% and 46%.

¹¹ <http://blog.nielsen.com/nielsenwire/consumer/global-advertising-consumers-trust-real-friends-and-virtual-strangers-the-most/>

6.5 Consequences

All the different aspects in cultural differences show that the reactions to certain things differ. That it is the reaction/behaviour that differs is an interesting point, since you can ask the question if the way that the community is behaving is of influence to how you should organize your own behaviour at social media. In other words would the community react differently to a company's behaviour in different cultures. This is probably the case, looking at the results of this chapter.

When we take a look at the main customers of Internet Advantage there will not be any major difficulties in how the social media is organized for that client. The main areas where Internet Advantage is active in is the travel and education industry. For both these industries there will not be major differences in the strategy whether the client is Dutch, Spanish or British.

With a good marketing plan for a company a good image of the brand, product or company should be provided. At Social Media you can transfer this image to the way of acting and presence at the various channels. This personality of the company is the way you want to present yourself and it should be. Social Media is just a part of your marketing strategy and so the image is part of it as well. People will like your brand because of this personality as well. As said before, the company should act, behave, discuss in their own personality and the reactions to that can be different by culture and person.

When other clients will be attracted from other countries in the world there is an international team at Internet Advantage available. If major differences will be found, or language barriers are there, the international image of the company can provide its work.

7. QUESTIONNAIRE

Within Internet Advantage there was performed a research to investigate how clients see us and what they expect from the company regarding Social Media. These findings are helpful to give a better advice on how to offer Social Media Marketing to our clients. The relevant parts of the questionnaire are within Appendix IV.

The questionnaire is divided in three divisions; Clients (n=40), Ex-clients (n=21) and prospects (n=37). The main outcomes that are interesting to this research will be written down below.

The way that all of the divisions would like to use Social Media are the same, as you can see in Question 3, 9 and 13 in Appendix IV. There are no differences at this sight and the main objectives are branding, communication with clients and traffic to their website. These three things are the basics of Social Media and this is not a surprise.

Question 4, 10 and 15 show how the various companies in the questionnaire organize Social Media Marketing. Although there are some differences Social Media mostly is done in-house since it is seen as part of a communication strategy. Nevertheless the knowledge about Social Media is not at a very high level in most of the companies and Internet Advantage is seen as a possible partner in several aspects. These aspects are things like providing workshops, giving relevant information about new features in the Social Media world and being available as a strategic consultant (Questions 5 and 11). Some other causes mentioned were creating audio and/or video for companies and developing creative ideas such as a viral which is always getting a lot of attention at Social Media (Question 7).

The results of the questionnaire are interesting but not surprising a lot. Within Internet Advantage we know that most companies do Social Media in-house since we do not have a lot of clients yet. Though it is good to see what our clients, ex-clients and prospects expect from us in this field. The focus should be at a combination of multiple tasks like providing strategies for companies, giving workshops and share information about new features. With the growing importance of a good Social Media strategy there might rise more questions and the consultant part could become important.

8. SWOT ANALYSIS

8.1 Strengths

Young company with potential and a drive for success

Internet Advantage exists of a group of young people who like what they do and who aim to be successful. The company's main services are services that are growing and do not exist for many years.

Various services in internet marketing

The services that are offered are widely spread in the internet marketing segment. Offering your client a lot of services with specialized and trained employees is very beneficial.

Small offices

The three offices of Internet Advantage are small and well organized. Communication within the offices is easy and it keeps the organization clear.

Image

Clients and former clients have a very good image of the company. Most of them are very satisfied and happy with the delivered results.

8.2 Weaknesses

Internal communication among offices

The offices are small, which makes the communication within the offices easy. Among the three different offices there are more difficulties to keep a good overview. With different working hours in Spain and the Netherlands and some cultural differences it is difficult to have an overall company culture, and an optimal internal communication.

Not being able to do services themselves so the necessity of outsourcing (without direct control)

Internet Advantage has a widely spread team with a lot of expertise in them. Although sometimes it is necessary to outsource work due to a lack of experience or a lack of personnel. Without having the direct control the result of the work done sometimes is below the expected.

A lot of the employees are interns

Having a lot of interns has its benefits, but on the other side it brings some disadvantages. An intern might bring a new point of view and is relatively cheap. The downside is that you need to train new interns over and over again and sometimes they cannot bring what you expected.

Various offices among Holland & Spain

Communication between the various offices need to be optimal to function well in projects that are organized out of multiple offices.

Potential growth

The potential growth ahead is dangerous. Strategies and communication are key factors to lead this growth and keep everything in line and be 'one' company that offers good services.

SEO image of the company

A lot of clients and prospects see Internet Advantage as a SEO company, unless the other services that are provided. This is dangerous for the other services and the company might focus too much to Search Engine Optimization.

8.3 Opportunities

Growing market with more and more attention for internet marketing

The expenses in marketing are changing and they bend more and more to the internet side.

International possibilities

With only 7 years of existence Internet Advantage already has clients all over the world. With the good performance of the company this is obvious to grow even further. International networks of sales people and other employees are responsible for this as well.

Social Media will be more important for SEO

Search Engine Optimization is one of the main services of Internet Advantage. With a continuously changing Google Algorithm changes in how to become more optimal to be found in Google change all the time. Due to the enormous growth of Social Media during the last years Google says they find these kind of websites important as well for their algorithm.¹²

8.4 Threats

New rising market, where will it go

Although the expectations are good you never know where it ends. There already has been an internet crisis and with some major players like Google where we fully depend on with some services there will always be some risk.

Social Media image

Social Media isn't fully accepted yet in the whole world. CEOs have their doubts with the value and they want to see actual figures about what they will earn with it. Added to this image is that a lot of companies want to do the Social Media tasks themselves. Nevertheless they do think that Internet Advantage could be of assistance as a strategic consultant, providing trainings and providing information regarding new developments.¹³

Necessity of being up-to-date

Internet marketing is a very innovative market with new features and services on daily base. For almost every service Internet Advantage offers this is the case and with this the necessity of being up to date is a must.

¹² <http://kercommunications.com/seo/google-algorithm-social-media-seo/>

¹³ Questionnaire IA April 2011

8.5 Strategic Issues

All the various aspects show a lot of possibilities with some strings attached. Managing a growing company isn't the most easy job and being operating out of multiple offices in various countries makes it even more difficult. Though, with a good communication and good management this growth can be fulfilled in a good and successful way.

Internet Advantage is active in a moving market which can be very profitable with skilled personnel and an up-to-date offer of internet marketing services. With the focus at SEO and the connection with Social Media which is getting more important Internet Advantage has a strong product to offer.

The main point which is important for the company is the necessity of being up-to-date with the latest trends in both SEO and Social Media. Clients expect the expertise within Internet Advantage and fulfilling this is a must. However that the product combination of SEO and Social Media is a strong one and might be even more important in the future Internet Advantage is depending on the movements in the market. This will not be a change from one day to another so with the right control and management big damage can be prevented in time if this will be the case.

With a lot of interns working for the company there should be a good line out of what to expect from an intern. The various tasks that an intern could do should be trained in one or multiple courses. With this guideline there is a clear picture of what a intern could do and what not. A tight organization behind all the interns should be beneficial for the company.

9. RECOMMENDATIONS

9.1 Cultural differences in various markets

The three different researched countries all have different figures and a different way of using Social Media and internet itself. These differences are not of any or little influence at a Social Media strategy. Since Social Media is overlapping various departments within a company it is likely that it should pass these various departments to have the best possible strategy. This is an critical issue in a good Social Media use where it is necessary to combine strengths of in the first place your marketing and communication departments.

The differences in the culture of Spain, the Netherlands and the UK are little in most of the researched parts though there is big difference among the various cultural groups. Since Internet Advantage exists of a staff from all over the world cultural differences are part of our business culture as well. This is an interesting part for offering Social Media to our clients considering cultural differences. Since the use of Social Media exist of the company on one side and the clients (community) on the other side it is the question where the impact of the differences is. The community will show the cultural differences in responding and collaborating in Social Media, the part which not belongs to the strategy. The only part where the company should respect cultural differences is where they respond and start joining discussions at the various networks. For Internet Advantage this will not be any problem since they have a team full of cultures available any time.

9.2 How to offer Social Media Marketing

With the results of the questionnaire it is interesting to see where Internet Advantage has opportunities regarding the offer of Social Media. As stated in the previous section clients would like to use us as a strategic consultant, for workshops or to keep them up to date about novelties in the market. With keeping these tasks in mind it is not necessary to focus at cultural differences in the last two points. For the strategy it is more important but the cultural differences are more likely to be seen when it comes to the use of social networks by the company themselves. In the main markets of Internet Advantage there are no necessities to have a complete different strategy. The Netherlands and the UK are similar markets with few differences in cultural behaviour. The main difference is that in the UK people are more out to take risks and accept changes more quickly. This is one reason why Social Media is bigger in the UK. In the Netherlands and Spain it takes a little longer for Social Media to be at the position which it has in the UK by now.

The Social Media world is huge and not a single company has the same strategy at Social Media. The way that companies want to use Social Media differs as well. With the focus at the tasks that were pointed out with the research it is good to have an offer in each of these parts.

9.3 Strategic Consultant

Under this category all types of questions regarding Social Media could be asked. Since this can be of every topic under this field every client will receive their own offer with a connected budget. When a company wants a Social Media strategy they can be created by the following POST model.

POST is a four-step process¹⁴

- People** – Review your target customer's social behaviors and attitudes.
- Objectives** – Decide on your social technology goals.
- Strategy** – Determine how your objectives will change your relationship with customers.
- Technology** – Choose the appropriate technologies to deploy.

With this model every client will receive a company and customer fitted strategy which is necessary in Social Media.

9.4 Workshops

Workshops can be given in various ways. The most important part is that they are interesting, educating and fun. For the first time there has to be prepared a presentation with relevant material. This should be the standard presentation that we want to give at the workshops. Each 3 months they should be adapted and renewed with the latest material and features. The presentation itself should be in line with the AIDA model. The attention has to be gathered with the start of the presentation. The interest cannot be lost during the presentation and it has to create a desire. The desire can differ per company but could be that the participants get active at Social Media or that the company wants to hire us for further expertise like a Social Media strategy, which is the action that should be taken.

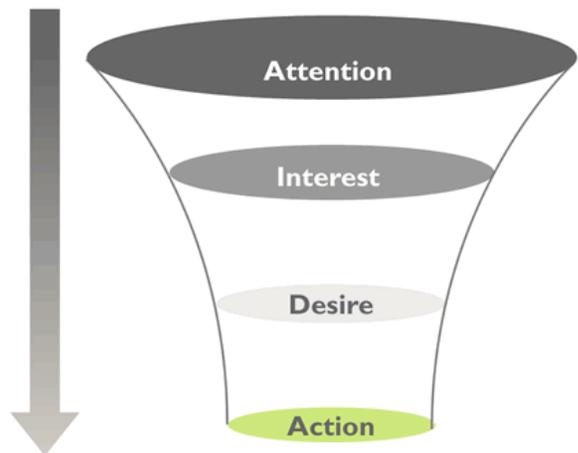


Figure 19. The AIDA Model

9.5 Information about new features

The information about new things in the Social Media landscape can be provided in various ways. To be active at Social Media as an expert in this field it is likely that Internet Advantage has their own group pages at Facebook and LinkedIn where customers and other people that are interested can become a member from, which is already a fact. As the research showed people are willing to pay for the information about new features but within these social networks it is not (yet) possible to give this information a price. The best way to provide this information is to connect it to the workshops and/or strategic consultancy. In this way Internet Advantage can keep track and show their responsibility to

¹⁴ <http://www.forrester.com/Consulting/POST>

their customers in a long term relationship. With providing interesting whitepapers you can keep your customer up-to-date and the chance that they are willing to go into business with you again is higher since it is promotional material as well.

9.6 Pricing strategy

Since the offers that will be made are client exclusive there is no fixed pricing strategy. Every client will be considered as one and receive their own offer with a financial part. For the various tasks that can be performed there is a pricing list. The costs to create all the various things are in the sheets below.

strategic consultancy	Hours	costs
strategy	6	400
analysis	2	150
article	1	25

Figure 20. Strategic Consultancy costs

To create a strategy by the POST model 6 hours are necessary. An analysis of your current Social Media appearances will take 2 hours and is relatively more expensive. Article writing for your blog, or website will cost €25,- per article without placement at websites.

Workshop costs	hours	costs
preparation	5	350
workshop	2	200
updates	1	70

Figure 21. Workshop costs

The preparation of the workshop is a one time job. A good, interesting and interactive workshop can be created in the form of a presentation. This will cost 5 hours of work. The workshop itself will take 2 hours and the updates which will take one hour should be performed each 3 months.

The information for new features should be additional to each service and will cost Internet Advantage 5 hours each 3 months. In total this will cost €300,-.

Total costs per year				
task	hours	costs	times a year	total costs
preparation	5	350	1	350
workshop	2	200	10	2000
updates	1	70	4	280
strategy	6	400	10	4000
analysis	2	150	5	750
article	1	10	30	300
whitepaper	5	300	4	1200
total costs				8880

Figure 21. Workshop costs

Figure 22. Total costs per year

The total costs for the first year will be €8880,- for Internet Advantage if the estimation of 10 workshops, 10 developed strategies, 5 analysis are made and 30 articles are written.

To have a good benefit with these offers the pricing strategy to offer is as followed.

Total income per year				
task	hours	costs	times a year	total costs
workshop	2	400	10	4000
strategy	6	750	10	7500
analysis	2	300	5	1500
article	1	25	30	750
whitepaper	5	300	4	1200
total costs				14950

Figure 23. Total income per year

In total Internet Advantage will sell the services which cost us about €8880,- for €14.950,- which has a margin of about 40% profit.

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APPENDIX I INITIAL RESEARCHPLAN

Afstudeertraject Onno Schopenhauer 1535646, IMM student

Aanleiding

Het bedrijf waar ik mijn stage zal gaan volgen is Internet Advantage, dat werkzaam is in Online Marketing. Met name in de Search Engine Optimization (SEO) en social media oplossingen zijn zij actief. Vanuit Spanje is in april 2010 een vestiging in Nederland geopend voor de Nederlandse markt. Tussen de twee vestigingen in Spanje (Madrid en Salamanca) en de vestiging in Nederland (Utrecht) is nauw contact en waar nodig werkt men samen.

Door Internet Advantage wordt social media gebruikt op drie manieren:

- branding
- verkeer/bezoekers naar website klanten trekken
- verbeteren van de SEO d.m.v. social media

Internet Advantage is naast de Spaanse en Nederlandse markt ook actief op enkele andere Europese markten. Deze markten verschillen vaak van elkaar en op elke markt trekt Internet Advantage verschillende klanten. Social media werkt dus op elke markt binnen Europa verschillend en heeft hiermee ook een verschillend doel en een verschillende uitwerking.

Naar aanleiding van een onlangs geplaatst onderzoek van de Europese Unie over het verschillende gebruik van social media binnen Europa (23 maart 2010, met een update van december 2010) is het voor Internet Advantage interessant om te weten te komen hoe de markten waarop zij actief is verschillen van elkaar. Hiermee kan een advies gevormd worden hoe social media te gebruiken in bepaalde landen, en waar de mogelijkheden liggen voor het bedrijf op de Europese markt.

Vraagstelling

Welke social media kan Internet Advantage het beste gebruiken voor bepaalde markten en waar liggen de mogelijkheden in huidige en nieuwe marktsegmenten? Waarom kan men in het ene land wel social media gebruiken en gaat dit in het andere land een stuk lastiger in hetzelfde segment?

Deelvragen

- Wat is social media?
- Welke marktsegmenten zijn geschikt voor social media?
- Op welke verschillende manier werkt social media in bepaalde landen (met de focus op de landen waar IA actief is)?
- Wat is de toekomstvisie op het gebied van social media?
- Hoe groot is de relatie tussen SEO en social media?
-

Bij het onderzoek zal ik gebruik maken van relevante websites voor social media zoals:

www.marketingfacts.nl

www.emerce.nl

Het boek Socialnomics van Erik Qualman (John Wiley and Sons Ltd, november 2010) is relevant aan de relatie tussen het bedrijfsleven en de invloed van Social Media daarop over de hele wereld.

*het betreft hier een voorlopig voorstel. In verband met een internet training van twee weken zal mijn kennis op het gebied van social media, SEO en het bedrijf zelf aanzienlijk worden verbeterd, met het gevolg dat ik hiermee veel concreter mijn onderzoek kan formuleren. De uitgangspunten zullen hetzelfde zijn zoals bij de vraagstelling vermeld.

APPENDIX II FEEDBACK INITIAL RESEARCHPLAN

Feedback preliminary researchplan Onno Schopenhauer

By: Steven van der Lugt 1534017

Appendix: preliminary researchplan Onno Schopenhauer

The company

Although the company sounds very interesting, I can understand for some people it might not be clear what this company actually does. Maybe it's good to explain better what they do. What is SEO? (for the people who don't know)

The company currently works in 2 countries, Spain and Holland. This creates an international aspect for the internship. With the knowledge of the Spanish language and the interest for the country, I think he will really enjoy this internship.

Research question

I think the research question creates an opportunity for a very nice thesis. For students of our education, this is a very up-to-date and interesting research. What I do suggest, is that a decision is made on what markets/countries to analyze and not say "why is it easier to use social media in one country than another..." Choosing one or 2 markets to analyze makes it easier for the students because he can focus his research and really get to know the market. In this way he also creates the opportunity to do profound research on a few markets in stead of superficial research on multiple markets.

Evaluation

With an up-to-date subject and an interesting company with a partner in Spain, I think there is an opportunity for a very nice thesis. I do think there is room for improvement in the research proposal, but the reasons for this are clear to me and I believe this will be done.

Goodluck!

Steven van der Lugt

APPENDIX III WITHIN THE COMPANY

Description of activities

During my internship I got to know a lot of various tasks around search engine optimization and social media. Day-to-day tasks differed from time to time and there are many ways to make a website more interesting to get a higher rank in Google. For this part I wrote articles and spread them around various blogs and relevant websites. Linkbuilding was another aspect of my tasks. This started with a list of keywords for every specific client. With these keywords I had to create a list with various tools to make a link request. When a new client came a link report had to be created. After the creation this task was performed on a monthly basis to give the client an overview.

In the office in Utrecht some questions regarding Social Media came around during the final weeks of my internship. In cooperation with another company we created the social media strategy for a new product and I got the full responsibility for this. I went to meetings with the cooperating company and their client.

To perform my research I got many opportunities to write, read and ask my colleagues. I combined my tasks for Internet Advantage with the research and in total I spent one day a week on average on my research.

How can Internet Advantage offer Social Media Marketing to possible clients in various markets in Europe?

In addition to my in the office education I went to various fairs and classes regarding Social Media and marketing. Some were interesting, some a little less interesting. I doubt the benefits of the fair (de Marketing Dagen) but the classes that I participated in regarding Social Media were very educative and helpful for my research.

Evaluation Graduation assignment

The company and the HU

I had to arrange my internship out of Barcelona since I was doing my minor over there. Since Internet Advantage and the HU gave total assistance I was able to start immediately after I came back. The interaction among both the company and the HU was good and didn't give any complications.

Since I did not have a 2nd year internship this was my first internship. I think a 20 week internship is way more beneficial as a 8 week internship and I doubt the benefits of that. My research was about a topic that wasn't covered during my study and I think it would be very useful to teach such topics nowadays. In a course named International Marketing

Management I believe that cultural differences should be part of the program as well as social media, since that is a part of marketing for companies today.

Internet Advantage always has multiple interns working at their own thesis. Some topics have been covered but they are always interested in the results of each research since it is a very innovative market that they are active in. The provided research will be taken into account when decisions about social media marketing have to be taken.

Personal development

The internet marketing industry was mostly new to me. I saw multiple aspects that I didn't know about regarding websites and I believe that it is a very important aspect to know as a marketer. The tasks varied a lot and I got a lot of responsibility and trust which helps you during your internship.

After the first assessment I discussed the outcomes with my company supervisor. We were in line with each other and the results were positive. The few points to improve were discussed how to improve them and overall I believe I did a good job.

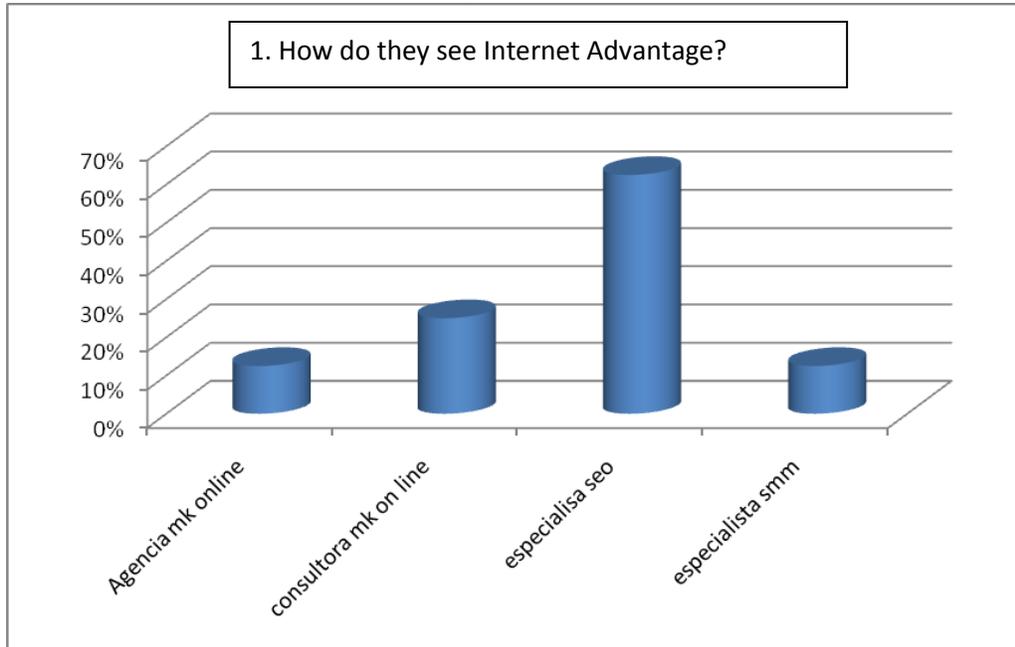
The second assessment showed more or less the same results with some changes in the points that had to be improved. This shows that I took the results of the first assessment into account during my job. For my future I took the specific points into account and though there was not a lot to improve. The most points that needed to be improved were taking initiative. I tried to take more initiative during my internship, though it was difficult for me. To work in a market where you did not know a lot about in the beginning is difficult to take action immediately.

My aims to achieve during the internship were mostly to get to know strategies at the various markets where Internet Advantage is active in. I worked in an international environment and the knowledge of various languages was a must which helped me a lot. During my internship I got new ideas for my future career and a better insight in this industry.

The difficulty sometimes was that my research was regarding social media, where there were very few tasks to perform in the beginning of my internship. The internal research of Internet Advantage was helpful for me to get a good view of how the clients see the company and what they would expect from Internet Advantage regarding Social Media.

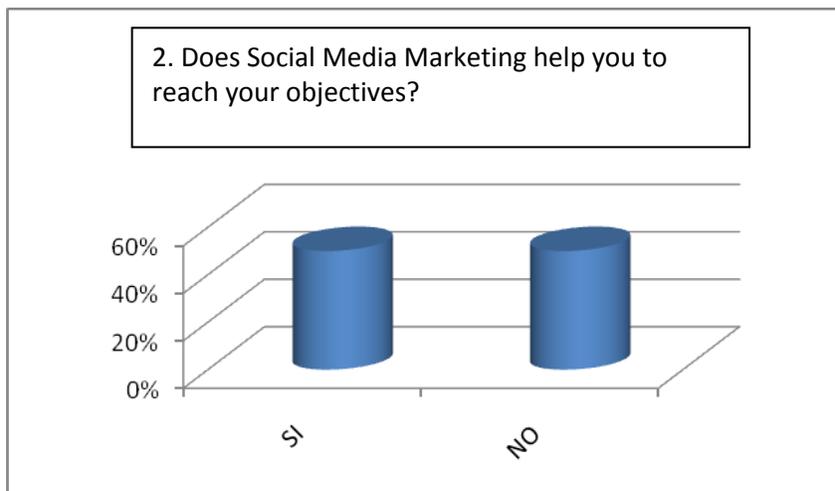
After a few weeks the company already showed the intention that after my internship I would have the possibility to stay at the company for a full time contract. This gave me a good feeling and another motivation to show my capabilities.

APPENDIX IV RESULTS QUESTIONNAIRE



1. To start with a general question we asked all the respondents (n=98) about how they see Internet Advantage. The result is not a surprise, though it should be better when we are not mostly seen as a specialist in Search Engine Optimization, but a more spread image in internet marketing with specialist in every sector.

Social Media Marketing of current clients (n=40):

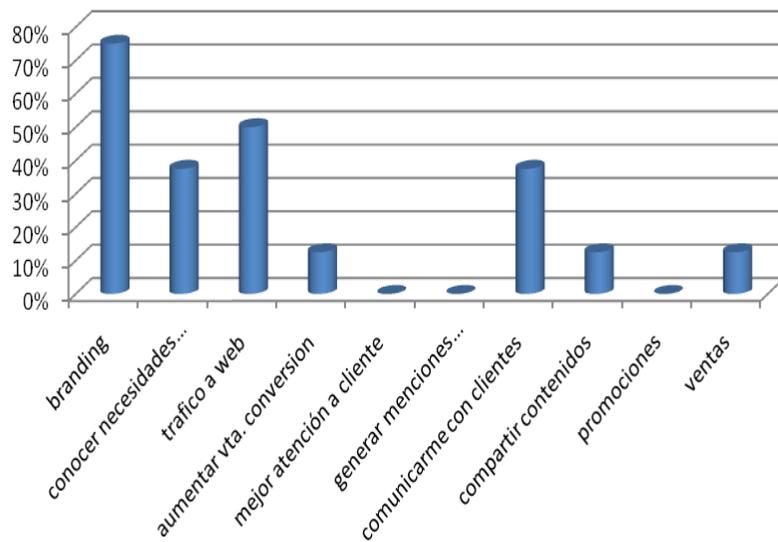


2. H₀: 75% of our clients think that Social Media Marketing helps them to reach their objectives.

The hypothesis should be rejected. Though you can ask if the objectives that our clients expect out of SMM are fair and clear. The possibilities with SMM should be explained and so should the objectives.

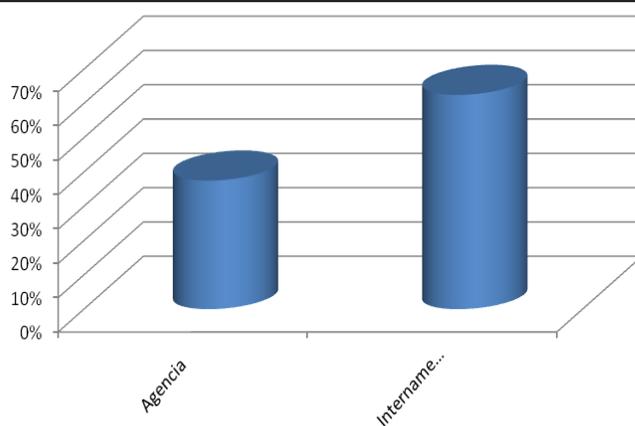
Question	2
Null Hypothesis	0.75
level of significance	0.05
number of successes	20
sample size	40
intermediate calculations	
Sample proportion	0.5
Standard error	0.068
Z Test Statistic	-3.651
Two-tail test	
Lower Critical Value	-1.96
Upper Critical Value	1.96
p-value	0.0003
Reject the null hypothesis	

3. What do you expect from Social Media Marketing?



3. Social Media Marketing expectations vary but the most results are known within Internet Advantage. These expectations are that SMM is used for branding, web traffic and communication with clients.

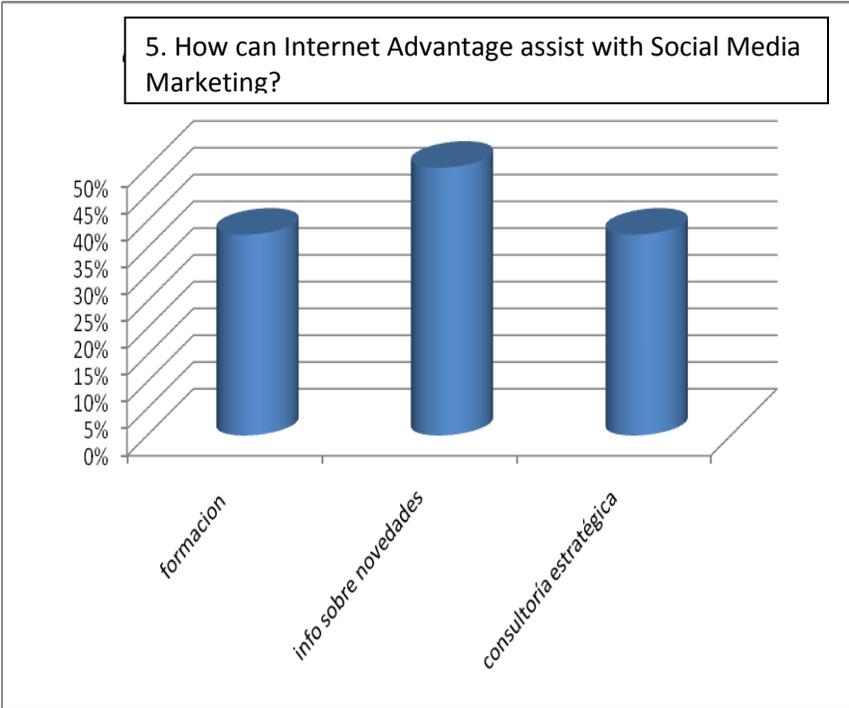
4. How do you organize Social Media Marketing?



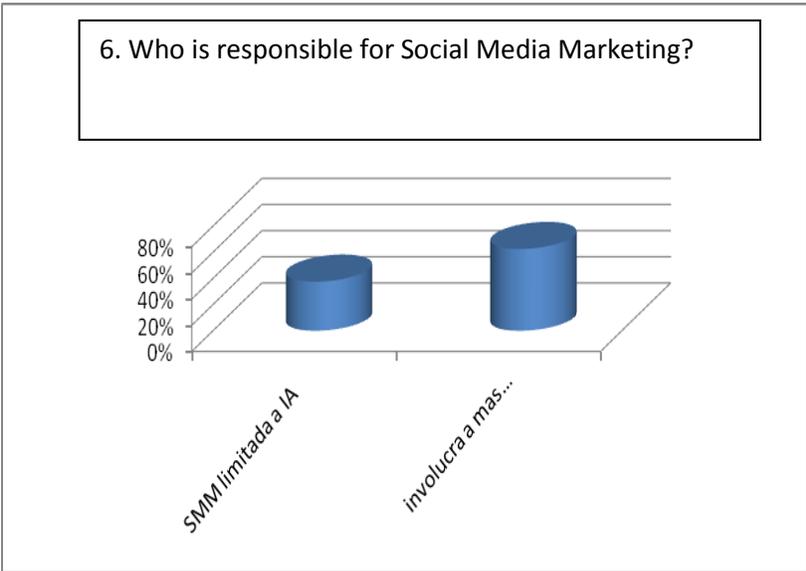
4. H_0 : 75% of our clients organize SMM themselves.

The result is very close to our hypothesis and so we should not reject it. The clients that we have in both SEO and SMM organize SMM (partly) themselves. As the image of SMM is changing, expenses grow in internet marketing and social networks are getting more important for SEO this might change rapidly.

Question	4
Null Hypothesis	0.75
level of significance	0.05
number of successes	25
sample size	40
intermediate calculations	
Sample proportion	0.625
Standard error	0.068
Z Test Statistic	-1.826
Two-tail test	
Lower Critical Value	-1.96
Upper Critical Value	1.96
p-value	0.0679
Do not reject the null hypothesis	



5. To get the information of our current clients where we could be of assistance in SMM we asked them how they think about this. The most answers were in line with the three mentioned topics in the table above. Training/Workshops, information about novelties and strategic consultant are these topics.

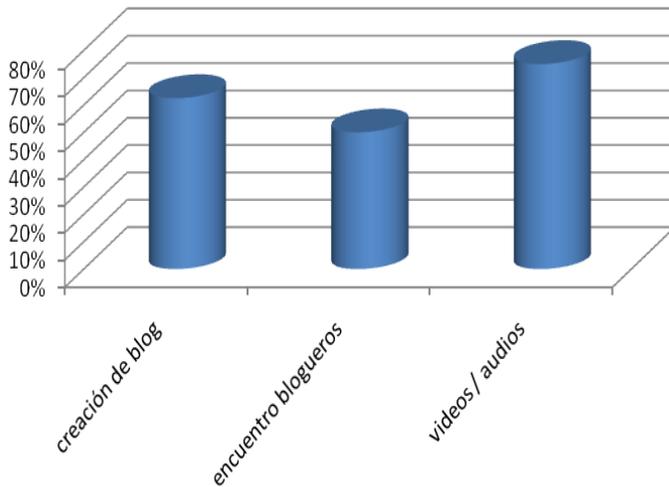


6. H_0 : 65% of our clients does not give the full SMM task to Internet Advantage.

We know that in most cases we are only responsible for a part of the total SMM. The hypothesis was right and we should not reject it. This might change in the near future for the reason that expenses are growing rapidly.

Question	6
Null Hypothesis	0.65
level of significance	0.05
number of successes	25
sample size	40
intermediate calculations	
Sample proportion	0.625
Standard error	0.075
Z Test Statistic	-0.331
Two-tail test	
Lower Critical Value	-1.96
Upper Critical Value	1.96
p-value	0.7403
Do not reject the null hypothesis	

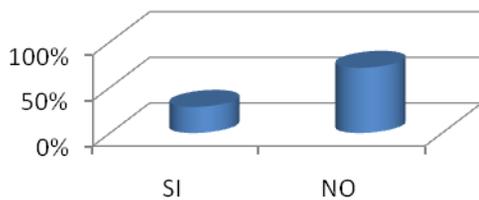
7. Which other services would you like to see that are offered in the Social Media Marketing segment?



7. This question was asked to see where we might not look for opportunities. The answers are interesting and not impossible for us to create. We already write a lot of articles for SEO purposes and so this part could be fulfilled. Creating video and audio is not mainly in our market but there is a lot of interest for this business. Finding a co-partner might be interesting.

Social Media Marketing of ex clients (n=21):

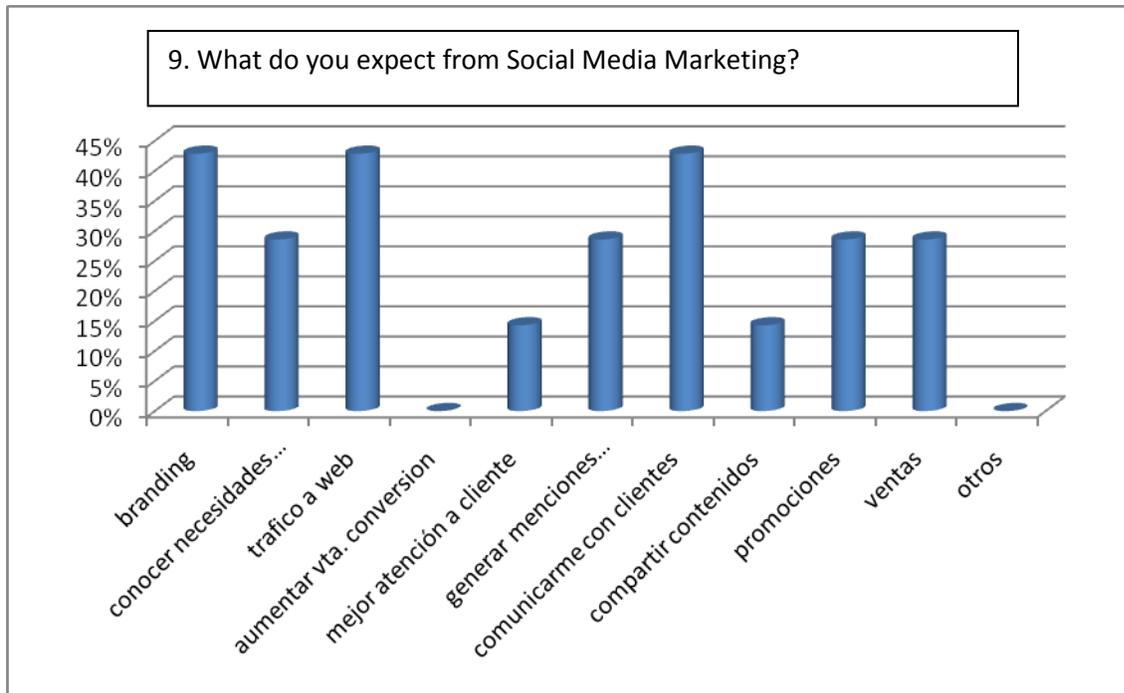
8. Does Social Media Marketing help you to reach your objectives?



8. H_0 : 75% of our ex-clients think that Social Media Marketing helps them to reach their objectives.

The result is a little surprising and only 29% believes that SMM helps them to reach their objectives. Because of this result the null hypothesis should be rejected. As said before it might be that objectives and expectations regarding Social Media Marketing are not realistic. Setting realistic goals for SMM should prevent dissatisfaction by our clients.

Question	8
Null Hypothesis	0.75
level of significance	0.05
number of successes	6
sample size	21
intermediate calculations	
Sample proportion	0.285714
Standard error	0.094
Z Test Statistic	-4.914
Two-tail test	
Lower Critical Value	-1.96
Upper Critical Value	1.96
p-value	0.000001
Reject the null hypothesis	



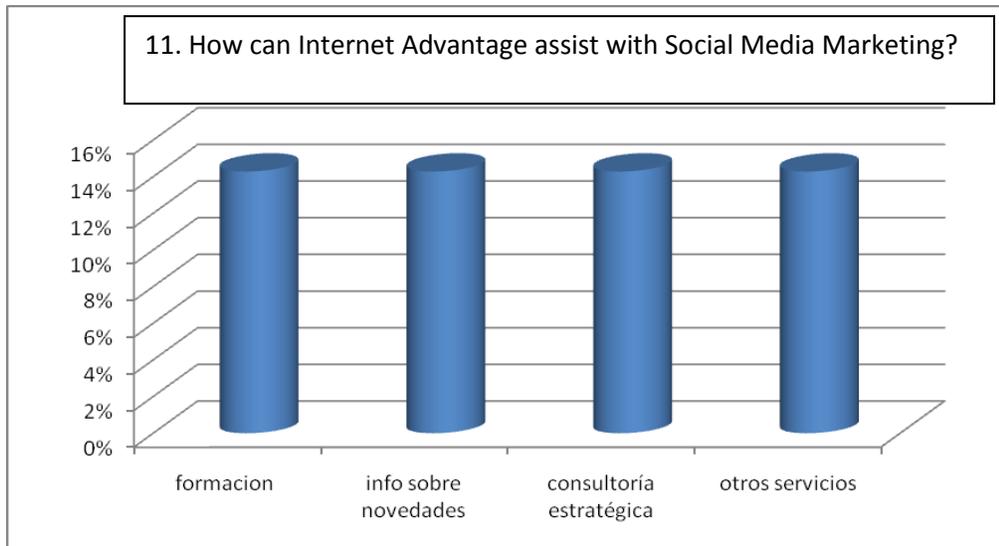
9. For this questions the same results came back as for our clients did. Social Media Marketing expectations vary but the most results are known within Internet Advantage. These expectations are that SMM is used for branding, web traffic and communication with clients.



10. H_0 : 75% of our ex-clients organize SMM themselves.

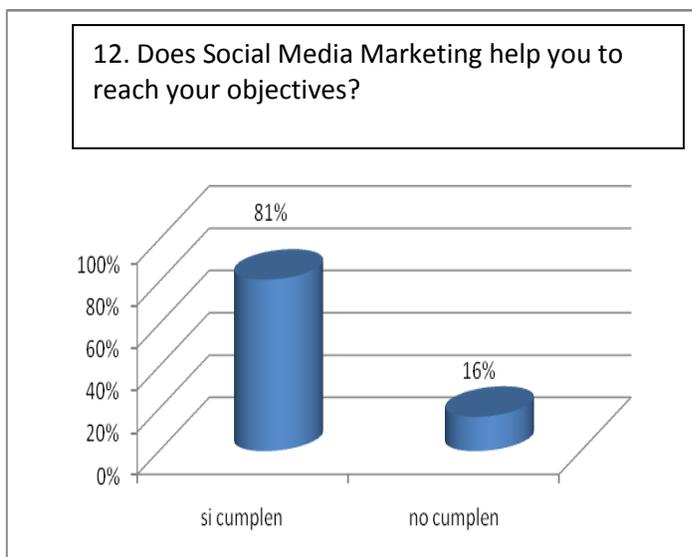
The results show that SMM is performed by an agency and intern for the same amount. This is surprising since for the same question to our current clients a bigger part answered to do SMM intern. A lot of our ex-clients use an agency as well so there are companies who want to make use of an agency with SMM.

Question	10
Null Hypothesis	0.75
level of significance	0.05
number of successes	12
sample size	21
intermediate calculations	
Sample proportion	0.571429
Standard error	0.094
Z Test Statistic	-1.890
Two-tail test	
Lower Critical Value	-1.96
Upper Critical Value	1.96
p-value	0.0588
Do not reject the null hypothesis	



11. To get the information of our ex-clients where we could be of assistance in SMM we asked them how they think about this. Our ex-clients do not see us of assistance in all of the above mentioned topics. This might be the case because of their type of business or customers and therefore these topics are not relevant for them.

Social Media Marketing prospects (n=37):

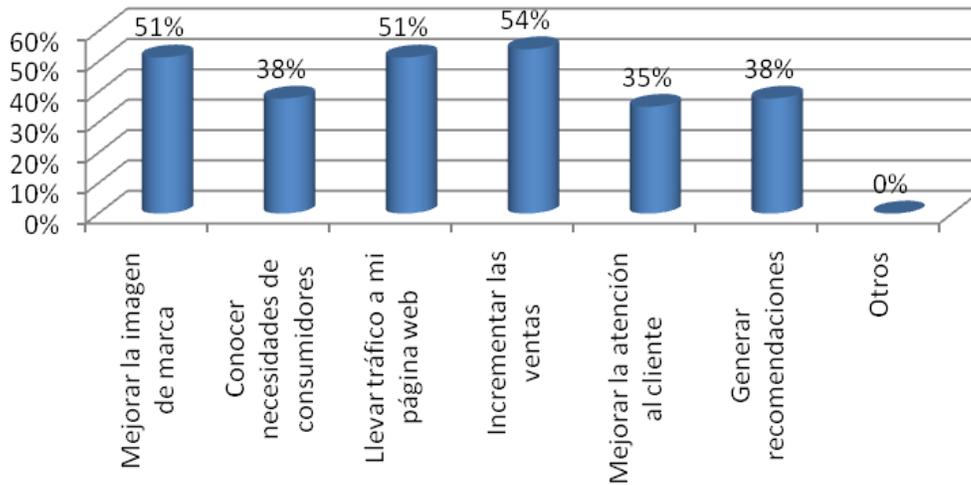


12. H_0 : 75% of our prospects think that Social Media Marketing helps them to reach their objectives.

Question	12
Null Hypothesis	0.75
level of significance	0.05
number of successes	30
sample size	37
intermediate calculations	
Sample proportion	0.810811
Standard error	0.071
Z Test Statistic	0.854
Two-tail test	
Lower Critical Value	-1.96
Upper Critical Value	1.96
p-value	0.3930
Do not reject the null hypothesis	

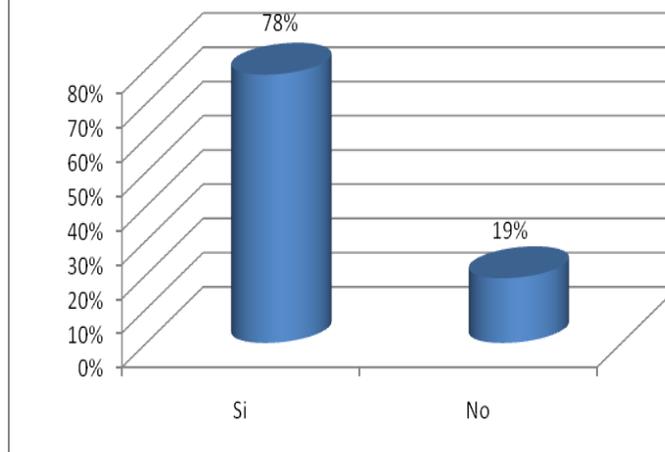
This question was less successful with our clients and ex-clients but luckily our prospects do believe in the power of SMM. Especially if goals, objectives, targets and tasks are realistic we know that we can fulfill wishes within SMM.

13. What do you expect from Social Media Marketing?



13. We see the basic expectations at our prospects answers as well. Branding, web traffic are main expectations but they believe in sales as well. Which is an interesting fact and not irrelevant. Depending on the type of business sales through social media are a possibility.

14. Have you done Social Media Marketing before?



14. A very high number of respondents of our prospects did something with SMM before. This could be in any way. As we expect this to be an intern most of the times who has to 'take a look' at Social Media for the company.



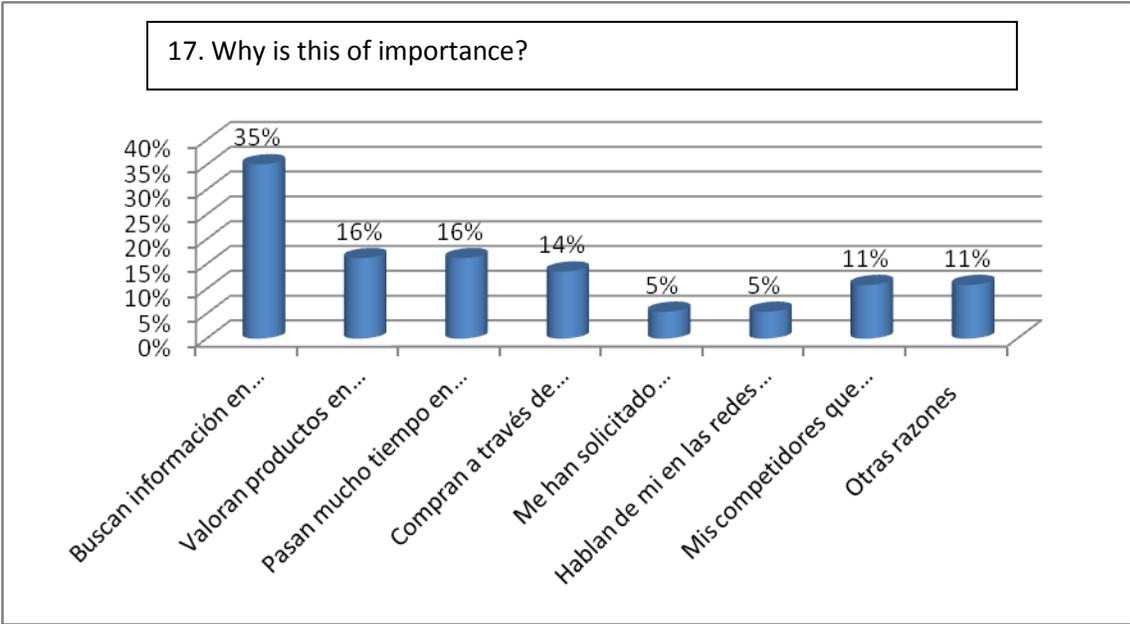
15. H_0 : 75% of our prospects organize SMM themselves.

The result is very close to our hypothesis and so we should not reject it. The prospects that we have in both SEO and SMM organize SMM (partly) themselves. As the image of SMM is changing, expenses grow in internet marketing and social networks are getting more important for SEO this might change rapidly.

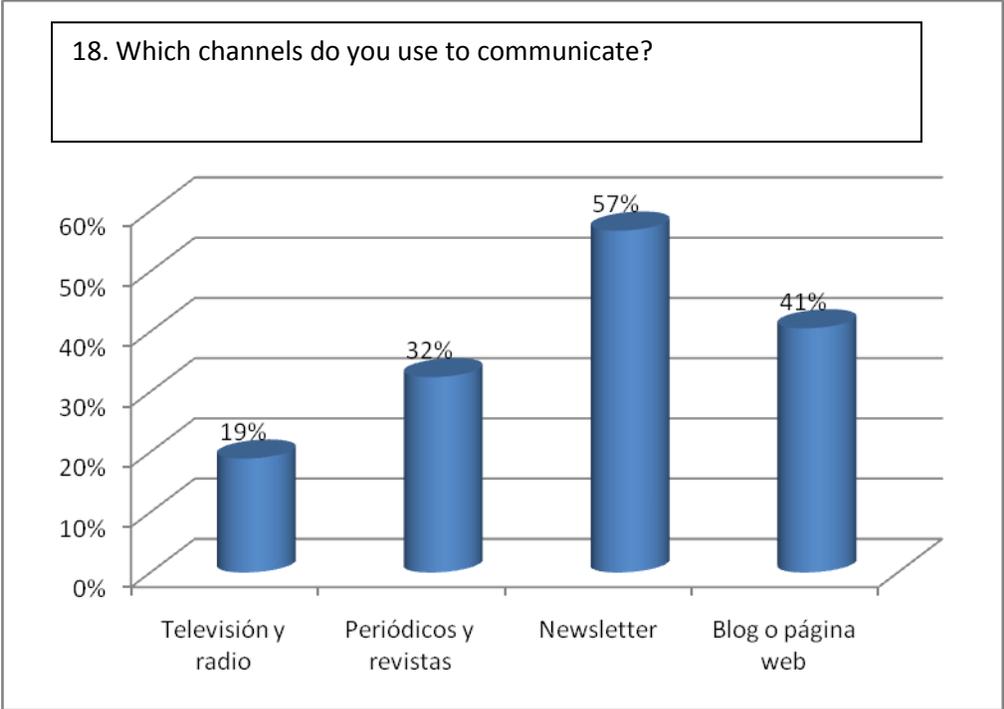
Question	15
Null Hypothesis	0.75
level of significance	0.05
number of successes	30
sample size	37
intermediate calculations	
Sample proportion	0.810811
Standard error	0.071
Z Test Statistic	0.854
Two-tail test	
Lower Critical Value	-1.96
Upper Critical Value	1.96
p-value	0.39297
Do not reject the null hypothesis	



16. Our prospects really do think that they will find their target group at social networks. This is not a surprise since more and more users are active at various social networks. The part where we have to convince our client that their customers are active at social media gets less and less important. Only some simple figures will show the enormous amount of people of all target groups activity at social networks. We are happy that our clients are aware of this as well.

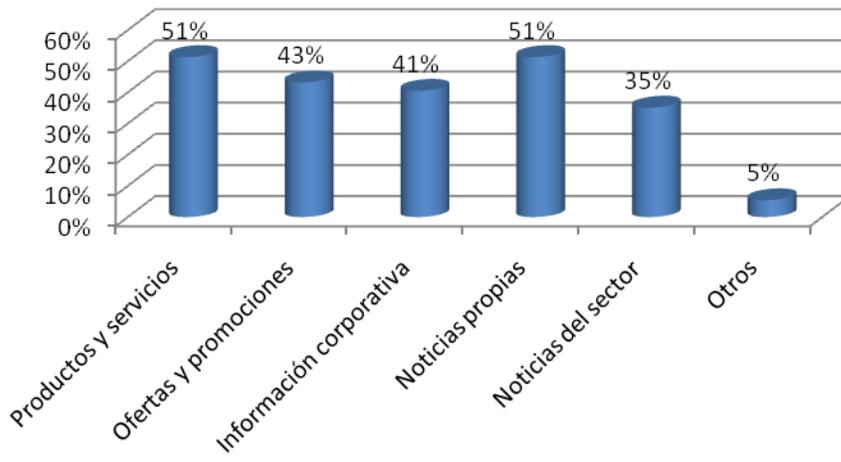


17. The targets group are active, but why is this of importance for the company? Responses vary a lot and this is where the type of business is important to the results. Most of the companies do believe that information is found at social networks.



18. The channels that our prospects use to communicate to their clients vary as well. Most used is a newsletter and their blog, website is in the second position. The newspaper is third and in the final position are television and radio. The shift in marketing expenses is clear here. Internet moved to the top position above television and radio.

19. What do you communicate at social networks?



19. Our prospects that are active at social networks use them all differently. Mainly services/products and important news is spread through the social networks. Corporate information, offers and news from the sector are important as well to a lot of our prospects. This result is not surprising since our prospects are from various business segments. The results show the possibilities of covering a lot of subjects at social media as well.

APPENDIX Y PROFESSIONAL FIELD MONITOR