# HOW SHOULD MYDAYS USE ONLINE MARKETING TO COMMUNICATE WITH THE DUTCH CONSUMERS?

How should mydays use online marketing to communicate with the Dutch consumers?

Graduation Internship Report | Fleur T.A. de Baaij | 1513187

#### 07/18/2013



A study about how e-tailers can manage its online marketing strategy: what platforms should be used, how should be communicated and what should be communicated

#### 1 Executive summary

As an e-tailer in the Dutch market mydays has been looking to optimize its online marketing strategy. This strategy should lead potential customers into the buying process. Although the Dutch are avid users of the Internet and its platforms there is not a widely accepted general online marketing strategy that can be implemented by e-tailers. This research focused on the use of both direct and indirect platforms.

In the case of indirect online marketing platforms mydays should focus on using social networking platforms for its online marketing strategy as they enable the company to reach a high quantity of consumers and it gives mydays a good opportunity to present itself and exposing the brand. To reach the Dutch consumers efficiently mydays should limit the use of social networking platforms to Facebook and Twitter for advertisements or promotions and LinkedIn for the recruitment of new employees. On Facebook and Twitter mydays should offer the customers a first glance on seasonal promotion and other advertisements. This is found appropriate by the Dutch consumers and will therefore generate a broad public. Furthermore mydays should organize contests between consumers. Contests are giving mydays the opportunity to expand its online community and therefor creating a bigger group of potential customers. The final activity that mydays should engage in is the use of social networking platforms for customer service. On Facebook and Twitter there should be a place created for customers to leave their complaints or comments. This will give mydays some negative publicity but shows consumers that the company does not have anything to hide and that it is helping its customers

The mydays website is the direct platform used by mydays. Mydays should put the emphasis on privacy policy and the reliability of the company. In doing so, mydays should obtain a label of safety. Furthermore, mydays should make sure to keep its information up-to-date and provide customers with an easy access to contact details.

Finally, mydays should proceed on both direct and indirect online platforms to use informal language. This is well accepted on social networking sites and to protect the homogenous aspect of the online marketing plan it should be implemented on both types of platforms.

### **Table of content**

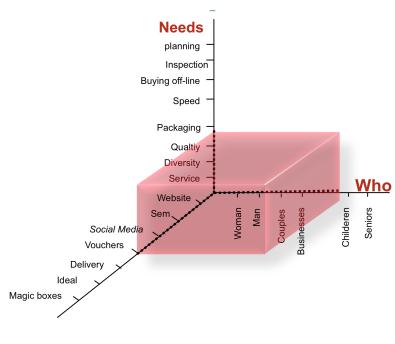
| 1 | Executive summery  | 2  |
|---|--|----|
| 2 | Introduction   | 4  |
|   | 2.1 Introduction of mydays.  | 4  |
|   | 2.2 Introduction of the problem.   | 5  |
| 3 | Methodology  | 7  |
| 4 | How should mydays use indirect online platforms to communicate to and with the     |    |
|   | Dutch consumers?   | 9  |
|   | <b>4.1</b> Which indirect platforms should mydays use to drawn the desired output? | 9  |
|   | 4.2 What should mydays communicate on indirect online platforms?                   | 10 |
|   | 4.3 How should mydays communicate on indirect online platforms?                    | 12 |
| 5 | How should mydays use its direct online platform to communicate to and with the    |    |
|   | Dutch consumer?  | 13 |
|   | <b>5.1</b> Which direct platform should mydays use to drawn the desired output?    | 13 |
|   | <b>5.2</b> What should mydays communicate on its direct online platform?           | 14 |
|   | <b>5.3</b> How should mydays communicate on its direct online platform?            | 16 |
| 6 | Recommendations  | 17 |
|   | <b>6.1</b> Recommendations   | 17 |
|   | 6.2 Financial consequence  | 17 |
| 7 | References   | 18 |
| 8 | Appendixes   | 20 |

#### 2 Introduction

#### 2.1 Introduction of mydays

Mydays GmbH is specialized in experience gifting. In doing so, mydays is operating in Germany, Spain, Italy, Turkey, Switzerland, Austria, France and in the Netherlands.

The complete selection of the mydays' experiences can be found on its website. In order to get a better understanding of the company, the needs of the customers, the target groups of mydays and the techniques and methods used have been integrated Abell **Business** model on the right.



How

To get a more thorough understanding of the organization, the 7s model of McKinsey has been applied to mydays. This model consists of the following aspects: strategy, systems, structure, style, staff, skills and share values.

*Strategy* - Becoming, just like in Germany, the market leader for experience gifting in Switzerland, Italy, France, Spain and the Netherlands. Mydays wants to offer a wide range of experiences for both the consumers market and the business-to-business market. In offering so, a high level of quality and service is of topmost importance.

*Systems* - The mydays policy states that all employees should conduct to the following guidelines: Effectiveness, transparency and respect, working for the company's goals, entrepreneurial thinking and above all 'making the people happy'.

Structure - mydays has a centralized organizational structure. Each region and country has its own team. Other departments are product management, B2B, sales management, IT and finance, All departments are located in its headquarters in Munich. Mydays has a line-staff organization. The CEO is at the top of the chart and

the country or department directors can be found directly under the CEO. An organizational chart can be found in appendix 1.

*Style* - the management at mydays has set a flat hierarchy and they are practicing a participative leadership style. In other words, every employee is valued for his or her opinion and can contribute his or her ideas and suggestions. The company's style is derived from the Robert House strategy (House, 2002).

Staff & skills – 70% of the employees at mydays has finished a level of higher education, 25% is mid-schooled and only 5% has received lower education. A positive atmosphere is created for the staff. In creating so, mydays is offering its staff a 2.0 company: a swimming pool, Segways, kicker tables and office parties are contributing to a relaxing and fun work environment.

Shared values – The work environment at mydays is very informal. From CEO to intern, everyone is on a first name basis. The dressing code is casual; it is not uncommon to show up wearing flip-flops and jeans. At mydays everyone is important, managers are listening to staff and ambition and initiatives are well rewarded. Deadlines are important but missing one will not be directly result in repercussions.

#### 2.2 Introduction of the problem

Companies all over the world are looking to optimize their online marketing strategy. Companies often underestimate the importance of online marketing, lacking the knowledge or are just not able to manage it properly. Online platforms are used worldwide; this does not mean that any online marketing strategy can be applied to any country. The use of online marketing may vary greatly per country. The Netherlands has a high density of Internet users that are on different online platforms. In spite of this potential market, a generalized online marketing strategy that has its focus on the Netherlands has not been developed yet. This leaves most E-tailers with a great deal of possibilities without the knowledge of the importance of different platforms.

In the Netherlands over 90% of the households are connected to the internet (Corselli-Nordblad) and the use of websites, web shops and social networking sites have risen enormously. The Dutch are heavily users of these online platforms and are consistently ranked the number one users of both LinkedIn and Twitter (Semiocast,

2012). Companies are rushing to keep their online marketing strategies up-to-date and effective but are often lost in the process. They are in need of a compact and clear online marketing strategy that is covering all platforms needed.

"Using the potential that web-based communication offers is presenting a company with a complex process" (Scott, D.). The first problem is to determine what platforms should be used; secondly what activities should a company engage in and finally how should this be communicated. During the past five years a continuous flow of articles and books about how to use online marketing platforms has been published but no research or study has offered an overall online marketing strategy for companies. Therefore, companies can hunt for information about the best platforms, activities and communication styles but they will not find a plan on how to combine these 3 aspects for using both direct and indirect marketing.

The desired audience consists of all consumers that have access to the Internet, in particular the group that is familiar with buying products online. This target group is increasingly demanding and is expecting to receive information, interaction and choices (Scott, pp 3-10). When providing these demands accordingly and fast, a company can lead these prospect-consumers directly into the buying process, which is the ultimate goal of online marketing.

This research tries to grasp the communication on online marketing platforms in the Netherlands as a whole. Both indirect platforms such as a company's website and a direct online marketing platform review have been included. The question that this research is revolving around is 'How should mydays use online marketing to communicate with the Dutch consumers?'. In this study the online marketing platforms are divided in direct and indirect platforms, for both platforms the following questions were researched: which (in)direct platforms should mydays use to drawn the desired output? What should mydays communicate on its online platforms? How should mydays communicate on online platforms?

#### 3 Methodology

#### Survey

For this thesis two questionnaires have been conducted: one was focused on social networking platforms and the second had its focal point on the mydays website. Both questionnaires contained quantitative and qualitative data.

The respondents that were partaking in the questionnaire with its focus on social networking platforms were gathered via Facebook, LinkedIn, Twitter, Email and through personal contacts. 202 respondents have joined this survey; the targeted group is between 2000 and 3000 people. The respondents all had access to the Internet and were familiar with the basics of using the web. This questionnaire was relevant for this research because respondents had access to the Internet and are therefore able to buy online products. The respondents were divided into two groups: the first group was consisting of Dutch respondents and consists of 87,6% of all respondents, the second group does not have the Dutch nationality and makes up for 12, 4% of the respondents. Among the respondents 52,0% was male and 48% was female. The greatest limitation of this questionnaire was that 55.9 % belonged to the age group 20 to 29. Furthermore, 8,9% was between the ages of 14-19, 11,9% was between 30 and 39 years of age, 9,4% was between 40-49% years old, 5,9% was between 50-59% and 7,9% was over 60 years old. A clear limitation is that slightly more that 50 % of the respondents were between 20 and 29 years old, however, they make up for 30% of the internet users (Jones, S., 2009). The final goal, lead consumers into the buying process, is not directly connected to age. The overview of answers to the questions of both questionnaires can be found in appendix 4 and 5.

The second questionnaire was placed as a pop-up on www.mydays.nl and was answered by the visitors of the mydays' website. This survey helped the research in terms of reviews of communication, overall impression and the trustworthy image of the company at the mydays website. 45,1% of the participants was male and 54,1 % was female. 4,77% was between the age of 14-19, 23,08% between the age of 20 and 29, 13,46 was between the age of 30 and 39, 26,92% was between the age of 40 and 49, 21,15% was between the age of 50 and 59 and 9,62% was about the age of 59. The respondents had an average age of 41. This survey had no important limitations as for far as this research stretches. All questions and the answers to this questionnaire can be found in appendix 2.

#### Readings

Many books, journal articles, statistics and company reports have been read, consulted and used. These readings have provided a framework for this research and provided it with essential information. The readings consisted mainly of articles doing research about online marketing and where of writers of different nationalities. In a fast changing environment like the world of online platforms the content of its readings are expiring quickly, therefore a selection of readings published recent and/or not older then 3 years, have been consulted. Additionally books and articles have been providing information about various marketing models.

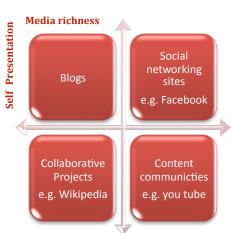
#### Focus groups

Mydays has a set-up a new focus group under the leadership of the social media manager for the German and Austrian market. The main focal point of this group is the use of social media and in relation to this the mydays brand. Other participants of this group are the social media-marketing managers of Switzerland, Spain, France, Italy, Austria and the Netherlands. This group is joining monthly for a meeting, during these meetings this international assemble is looking for ways to improve and renew the social media strategy for mydays. When it comes to social media these countries are differing greatly from each other, therefore one generalized strategy is not possible. However, these countries can learn from each other and reflect on strategies that work best for a country. During these groups the content of what the brand mydays should reflect is also communicated. Here it is discussed how to communicate to the mydays customers and how to present the brand on online marketing platforms.

# 4 How should mydays use indirect online platforms to communicate to and with the Dutch consumers?

#### 4.1 Which indirect platforms should mydays use to draw the desired output?

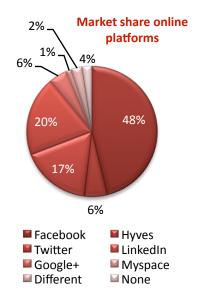
With the development of online marketing platforms many new possibilities have risen. Presently, it is possible for just one person or company to reach millions of people and inform, tease or trigger them. Social media is the new hybrid of the promotion mix (Mangold, W.G., Faulds, D.J., 2009). A company can choose how it wants to use social media to present itself. Therefore it is important for companies to know what platforms they should use, what to use it for and how to communicate on it. Indirect online marketing platforms can be divided into 4 categories, namely: blogs, social networking sites, collaborative projects and content communities (Kaplan, 2012). The matrix on the left provides these types with examples and their ability for



companies to present their brand and reach people. The question that companies should ask themselves is what type of platform they should prefer: a platform that generates many views, a platform that offers a company to present its brand or both.

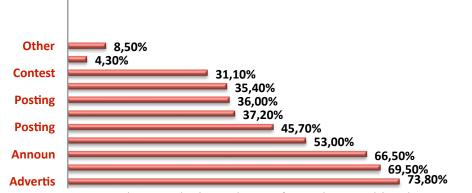
As shown in the chart above social networks are generating many views and give an

opportunity to express and present a company's brand. But what platforms are used most in the Netherlands? Our respondents have been asked which online platforms they are using on a frequent basis. Dutch consumers are heavy users of Facebook (89,0%), LinkedIn (61,2%) and Twitter (33,5%). Only 4,5% of the Dutch respondents are not using and/or visiting any online platform. For the Dutch market the platforms that are mostly used are the social networking sites. Hence, these platforms are generating the highest number of views.



#### 4.2 What should mydays communicate on indirect online platforms?

It is important for companies to present themselves professionally on online platforms because "Brands can talk but customers can talk louder" (Weber, L.). Companies should decide what sort of activities they want to be involved in; they have to strengthen the brand through social media without harming its reputation. The respondents that have filled out the survey about online marketing have answered the following question: 'What activities are appropriate for a company to get involved in



on social networking sites', more than one answer could be given.

The answers of the partakers are illustrated in the graph on the left.

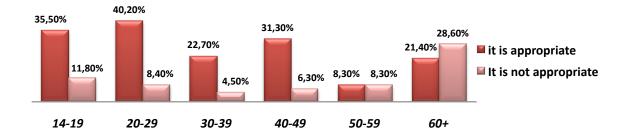
The conclusions drawn from the graphic above are that companies should mainly focus on using social media for advertising, announcing news, promoting seasonal offers and posting photos. 39,5% has recognized that using social media for recruiting is appropriate but a note to this has to be made: 70,9% of these respondents was under the age of 39. Additionally, should recruitment on online platforms be limited to the social networking sites that are aiming purely for professionals such as LinkedIn? (Ter Hofte, 2010). Another note should be placed: only 31,1% thinks that it is fitting for a company to organize contests on social networks, this is contradicting with the outcome of a contest organized by mydays in April 2012. This contest ensured the company a rise in page views on Facebook with a topmost score of 625% in one week. A graph of the Facebook statistics can be found in appendix 6.

#### CRM gets socials

Among the many opportunities for online marketing that are offered on platforms, in particular on social networking sites, is the use of customer relationship management. Using social networks as a (additional) tool to provide customer service is fairly new. Using social networks for CRM can contribute to the improvement of a company's image. On the Dutch market only a small percentage of the companies has

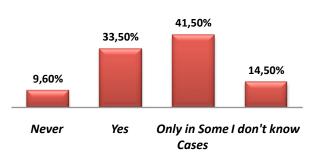
implemented CRM. A successful example is the KLM. This airline states on its website the following: "Twitter is another way we can help you with your requests – from changing your reservation to finding out how to take your pet with you" (KLM, 2012). KLM customers are using this opportunity plenty and although negative experiences are exposed online the customer can see that the company is doing everything in its power to solve the customers' problem(s).

CRM on a social network acts also as a platform for customers to vent their dissatisfaction and frustration with companies and their products; therefore companies are fearful to use this tool. This is considered to be a major pitfall of using CRM on a social network (Fluss, 2011). Every modern company should have a social-media-based customer service function. According to a report on mashable over 81 % of companies are looking to implement the use of customer service via social media. (T. Fisher, 2013) lacking to follow this majority could lead to an old-fashioned brand image. Allowing customers to leave their complaints on a social network shows that a company has nothing to hide (Acker, O. et all) and that it puts effort in satisfying its customers. A second disadvantage that comes with communicating on social networks with customers is that some customers may consider it as not appropriate at all. The graph below shows you that this perception varies greatly per age group. In specific, the age group 60+ has 28,6 % respondents of the questionnaire on online marketing have replied with 'it is not appropriate'. In the graph below you can see per age group of the consumers think it is appropriate.



The respondents of the survey have been asked if they think it is appropriate for a company to use social media as a tool for CRM. It can be seen in the graph on the following page that, only 9,6% of the respondents are thinking that it is never appropriate for a company to use social media for this purpose and respectively 33,5%

thinks it is appropriate. A fair share of the respondents (14, 5%) does not know and 41,5% thinks it is only in some case appropriate. These statistics show that more than 75% of the asked Dutch Internet users are open for using CRM for customer service, therefore it should be implemented.



#### 4.3 How should mydays communicate on indirect online platforms?

Employees that are responsible for maintaining and protecting a company's brand on social networks should also be responsible for the actual use of social media: they should monitor the communication that goes directly to a group of interested and/or potential customers (Fluss, 2011). But how should a company communicate? Should a company use the informal Dutch 'jij' or should it use the formal 'U'? In this case the Dutch consumer differs greatly from consumers in foreign markets. The greater share (74,6%) of the Dutch social media users is thinking that it is appropriate to use informal language on social media. A comparison with other countries shows us that the companies who are using a informal way of communication on social media can only count on 55,5% of its consumers to support this. When providing customer service on social media caution must be made: Customer service is better judged when customer service is using formal language (Boerdam, 2008).

## How should mydays use its direct online platform to communicate with the Dutch consumer?

#### 5.1 Which direct platforms should mydays use to draw the desired output?

The direct online marketing platform that mydays is using in the Netherlands is www.mydays.nl. Mydays is only offering its products for the Dutch market online and therefore the company should be in the Netherlands classified as an e-tailer. E-tailers have to know what the trick is to distinguish itself from other e-tailers (Collier, J. E. & Bienstock, C. C., 2006). Web shops are minimizing "heterogeneity" because of the disappearance of service employees. This means it is harder for consumers to distinguish differences in web shops; thus, e-tailers should focus to optimize their websites. To stand out the design off and communication on an e-tailers website is of exceptional importance for its online marketing strategy. For this research the mydays website is analyzed using the ADOF-model (anonymous, 2012) this model consists of 4 elements, namely: accessibility, design, offer and fulfillment.

#### Accessibility

The accessibility of a website can be measured by how fast the URL is working, how rapid the page is loading and how high a company is ranked in often used search engines like Google Inc. The URL of mydays is <u>www.mydays.nl</u> although this seems to be a logical URL its name might be confusing to some customers. The name is not Dutch and it is plural, therefore some customers might get confused. Thanks to the limitation of 15 kb per photo the past of the website is fast. The ranking of the website is outstanding in the world most used search engine. Mydays has a premier place on Google, both when looking using the keywords 'mydays' and 'experiences'.

#### Design

Mydays has developed the design off its website in a way that makes it easy for visitors to navigate. On the homepage, a bar can be found that provides all the offered categories. When choosing a category the site directs the visitor to a description of the chosen category and gives an overview of the selection of activities in this category. When selecting an experience the site will show all services and details about this experience. Additionally, mydays provides the consumer with a search tool that helps

the customer to find an experience with just one word and a click. On the mydays website the look and feel of the company created. The mydays look and feel consists of the red/pinkish color, the picture with the bulb of light and the magic fairy that pops up in several places. The chosen color combinations are making the website pleasant to look at.

#### Offer

The offered products on mydays are 95% up-to-date; this is good because customers can rely on the fact that the desired product is available. The customer stands for a bigger challenge when he or she is in need of some assistance. Customers have to look at the bottom of the mydays website to find a contact button, the contact details are not up-to-date and can confuse the customer. A costumer looking for help can choose 'customer service' and 'FAQ'.

#### 5.2 What should mydays communicate on its direct online platform?

What must be explored is how customers evaluate the quality of a website of an etailer. In other words how do customers distinguish one website from the other? This issue has been explored by surveying people who have recently been visiting the Dutch mydays website. There are six attributes that are of influence on the visitors' perceptions.

#### Ease of use

In general, websites of e-tailers do not provide the visitor with instructions on how to use their websites. This is because most e-tailers are expecting the visitors to "learn by doing". Because of this, the website has to be extremely easy to use, regardless of how experienced a visitor is with the Internet. In an online setting, "customers associate ease of use with freedom without significant mental effort" (Davis, F.D., Bagozzi, R.P. & Warschau, P.R., 1998). An e-tailer has to ensure that it has implemented a simple search tool in their website. Customers are demanding an easy way to narrow down the choices quickly. If this is not given or the customers perceive it as being difficult they will easily change to a competitor or even to a brick-and-mortar store.

#### **Privacy**

The warranty that buying in a web shop is out of harm's way might be the most significant aspect that an e-tailer has to comply with in the eyes of the customers. Customers must feel that a web shop is safe to us. A tool to create a safer feeling for the customer is to obtain a seal of assurance and safety by a recognized and wellknown company. Working with reputable companies such as TÜV, VeriSign Inc. and TRUSTe will contribute to the credibility of the e-tailer (M.D. Odom, A. Kumar and L. Saunders, fall 2002). Customers who are paying with a credit card are looking for this token of safety. Secondly, customers are not only concerned about the safety of their payments but also about their privacy. It is not uncommon that companies are sharing personal information about their customers with others but nothing kills business faster than this. Customers need to be able to rely on e-tailers not to share their personal information, therefore a foundation of trust need to be established.

#### Simple design

The text, style and format or simply put the design of the website is of extreme importance for the company image. With the design of the website an e-tailer gets the change to present its brand and what it stands for. You can compare this to the oldfashioned mortar-and-brick stores: the first impression is given with the window display. Is it visually pleasant? And the shop itself, is it swarming with products or is it spacious, how is it categorized and how easy is it to see the structure? All of these questions also apply to a web shop. A company needs to make sure that it is using proper spacing on its website and using clear colors that not conflict with each other.

#### Consistency and flexibility

A high level of reliability is necessary for an e-tailer in order to build a long-term relationship with its suppliers. A website that is not functioning right or is often down gives the customer the feeling that the customer is not consistent. E-tailers have to be mindful that a high rate of failures is the equivalent of a closed mortar-and-brick store.

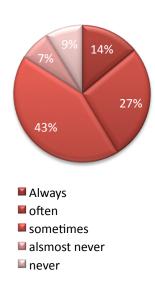
#### Good information

E-tailers have to ensure that their websites provides information that is accurate and up-to-date. The offered products need to be available and comply with the promises made by the e-tailer. In addition, it is important that the price information is accusing and that listings are correct. Including detailed description and visual representations of products helps the customer to get trust in the E-tailer (Joel E. Collier and Carol C. Bienstock, 2006). If not, customers will get rapidly dissatisfied with the online retailer.

#### 5.3 How should mydays communicate on its direct online platform?

The time that a company was always approaching its customer in a formal way is over. Companies that are considering themselves as 'fashionable and modern' are rapidly moving towards communicating in an informal way to their customers. On indirect online marketing platforms, such as social networking sites an informal way of communicating attracts and is mostly well accepted. Dutch consumers are having

more problems with informal language on the direct platforms: the website. Respondents have been asked if they think it is appropriate when informal language is used on a company's website. The answers can be found in the graph on the right. The greater share of the respondents does not know if they think it is appropriate and 14% and 27% think it is sometimes or always appropriate. These answers indicate that Dutch consumers do not know if they think is appropriate to use informal language on a website but they are not declining it immediately.



#### 6 Recommendations

Being an e-tailer in the Netherlands mydays should adjust its online marketing strategy. First, mydays should limit the use of online marketing platforms to the use of social networking sites. In the Dutch market mydays should focus on Facebook, Twitter and LinkedIn. Mydays should mainly use these social networking sites as a platform for advertising, contests and promoting (seasonal) offers. When launching a new project or product mydays should make this known to its customers by using one of the networks named above. Contests are particularly useful for this. Mydays should create a LinkedIn account to use for the recruitment of Dutch employees. Furthermore mydays should implement customer service on Facebook and Twitter. To generalize it's the way of communicating mydays has to make sure to use a synchronized style of communicating on all platforms. Using informal language is appropriate for mydays. However, customer services should be excluded from the use of informal language.

Mydays should continuously review and maintain the accessibility, design, offer and fulfillment on its website in order to be considered a reliable e-tailer. On its direct online platform, the mydays website, mydays should focus on communicating the reliability of the company and the protection of the privacy. In doing so mydays should purchase a label of safety if the company's financial means are sufficient. Additionally, mydays has to improve the correctness of its information provided. All products provided should be up-to-date and precise. Finally, the use of informal language should be implemented throughout the mydays website to create a homogenous marketing strategy.

#### **6.1 Financial consequence**

Implementing the activities named above on social networking site have do not bring high costs with them. The real costs are hidden in the use of labor force needed to maintain these social networking sides and adjusting the website to the new strategy. Mydays should budget about 3 hours a week for 1 employee per week in order to follow and maintain its online marketing. One exception should be noted here: the implementation of a safety label can be a timely and costly process.

#### 7 References

Acker, O., Gröne, F., Akkad, F., Pötscher F. & Yazbek, (2011). Social CRM: How companies can link into the social web of consumers. Journal of direct data and digital Marketing practice, V.13, p. 3-10. Doi: http://dx.doi.org/10.1057/dddmp.2011.17

Boerdam, A. (2008). Alstublieft! *Tutoyeer mij niet! Een onderzoek naar aanspreekvormen in interactionele E-mails tussen klant en een klantenservice* (Master's thesis, University of Utrecht, the Netherlands). P. 30 – 51. Retrieved from: http://igitur-archive.library.uu.nl/student-theses/2009-0320-201232/Scriptie\_AnneBrittBoerdam\_0439533.pdf

Collier, J.E. & Bienstock, C.C. (2006). How do customers judge quality in an E-tailer? *MITSloan management review*, Vol. 48, Iss. 01, p. 35-40.

Corselli-Nordblad, A. (2009). Internet access and use in 2009, one person in two in the EU27 uses the internet daily while for young people the proportion is three quarters. *Eurostat Newsrelease*, vol. 176, p. 1-3.

Davis, F.D., Bagozzi R.P & Warshaw, P.R., (1998). A comparison of Two Theoretical Models, *Management Science* 35, no. 8, pp 982-1003

Fisher, T. (may, 2013). The growth of social media customer service, *social media today*. Retrieved from: http://socialmediatoday.com/emoderation/1488491/growth-social-media-customer-service

Fluss, D. (2011). Using social media for customer service is a strategic imperative, *CRM magazine*. Iss. December 2011, P. 41-68. Retrieved from: <a href="http://www.destinationcrm.com/Articles/Columns-Departments/Customer-Centricity/Using-Social-Media-for-Customer-Service-Is-a-Strategic-Imperative-78728.aspx">http://www.destinationcrm.com/Articles/Columns-Departments/Customer-Centricity/Using-Social-Media-for-Customer-Service-Is-a-Strategic-Imperative-78728.aspx</a>

Hofte, ter, A. (2012). Social networking sites en het recruitment Proces: wat is de relevantie van social networking voor het recruitment proces? Want monsterboard is zo 2000! (master's thesis, University of Twente, the Netherlands). p. 11. Retrieved from: <a href="http://purl.utwente.nl/essays/60050">http://purl.utwente.nl/essays/60050</a>

House, R. (2002). Path-goal theory of leadership: lessons, legacy and a reformulated theory, Elsevier. *The leadership quarterly*, V. 7, Iss. 3, P. 323-352. Doi: http://dx.doi.org/10.1016/S1048-9843(96)90024-7

Jones, S. (2009). Generations online in 2009. PewResearchCenter Publications. P. 1-4 Kapla, A.M. & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of social media. Business horizons, v. 53, p. 59-68. Doi: http://dx.doi.org/10.1016/j.bushor.2009.09.003

Koninklijke Luchtvaart Maatschappij (2012). KLM en social media. Retrieved from: http://www.klm.com/travel/nl en/about/news press/KLM on social media/index.htm

Mangold, W.G. & Faulds, D. J. (2009). Social Media: The new hybrid element of the promotion mix. Business Horizons, Vol. 52, Iss. 4, p. 357-365. Doi: http://dx.doi.org/10.1016/j.bushor.2009.03.002

Odom, M.D., Kumar, A. & Saunders, L. (2002). Web assurance seals: how and why they influence consumers' decisions. Journal of information systems, vol. 16, Iss. 2, pp. 238-250.

Scott, D. (2007). The new rules of marketing and PR: how to use news releases, blogs, podcasting, viral marketing, & online media to reach buyers directly. ACM digital librabry. Retrieved from: http://dl.acm.org/citation.cfm?id=1406531&preflayout=flat

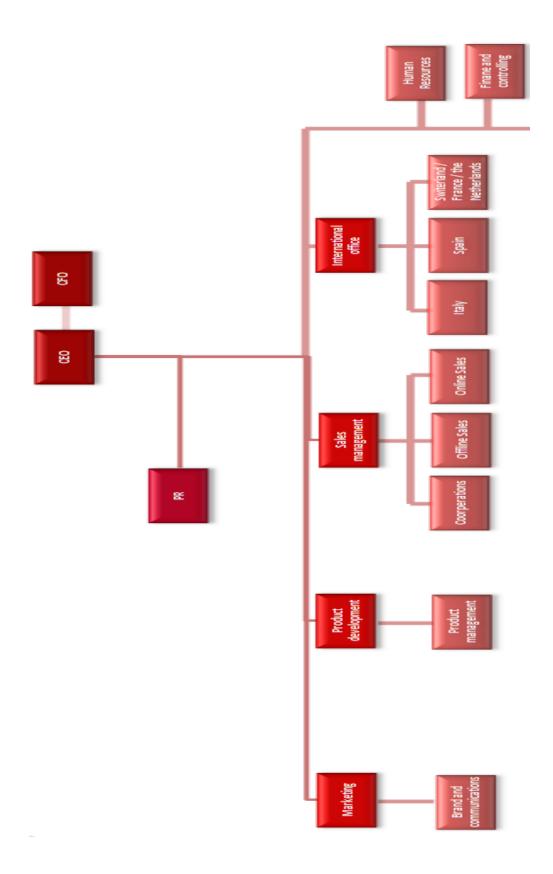
Weber, L. (2007). Marketing to the social web: how digital customer communities build your business, John Wiley & Sons Inc. New York.

Anonymous (2012) retrieved from: http://www.gertjanschop.com/modellen/adof model.html

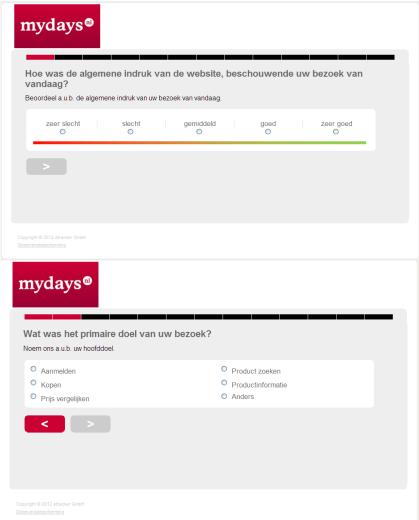
Anonymous (2012). Brazil becomes 2nd country on Twitter, Japan 3rd, Netherlands most active country, Geolocation analysis of Twitter accounts. Semiocast. Retrieved from: http://semiocast.com/publications/2012 01 31 Brazil becomes 2nd country on Twitter su perseds Japan

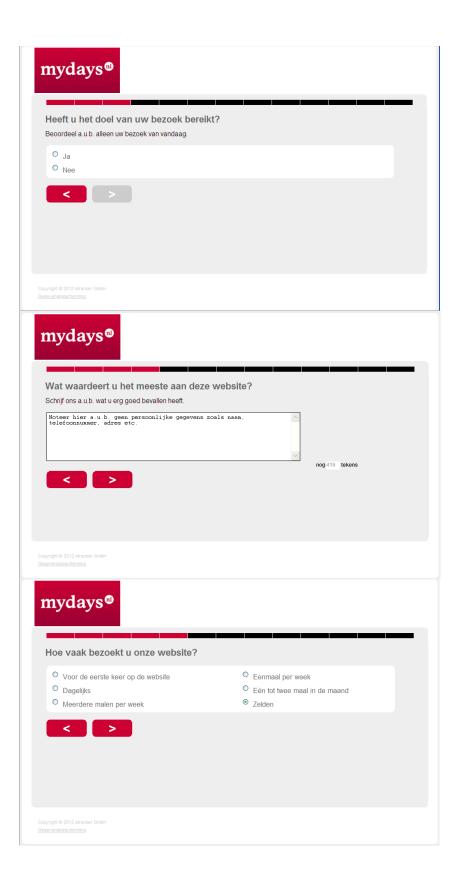
# Appendixes

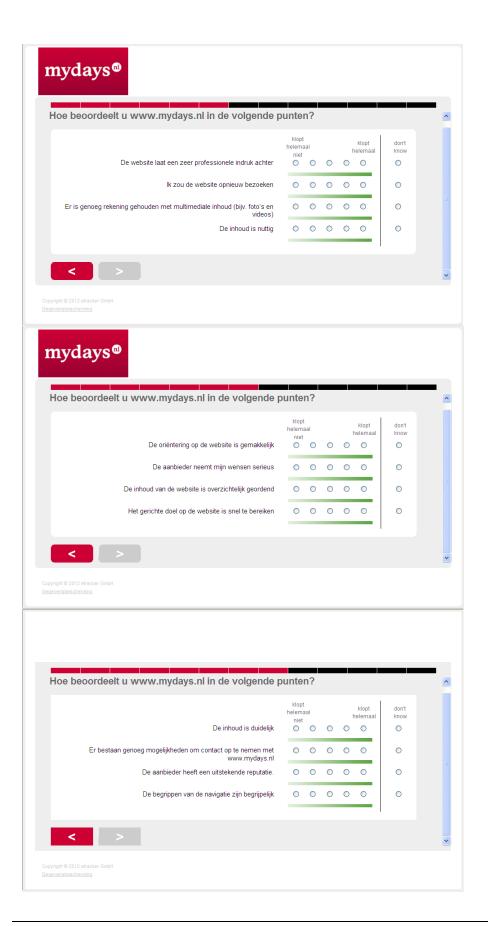
# Appendix 1

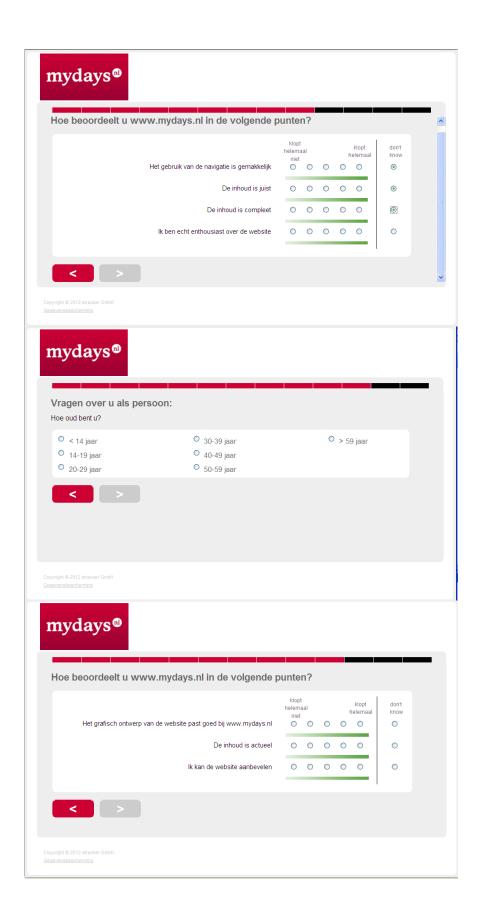


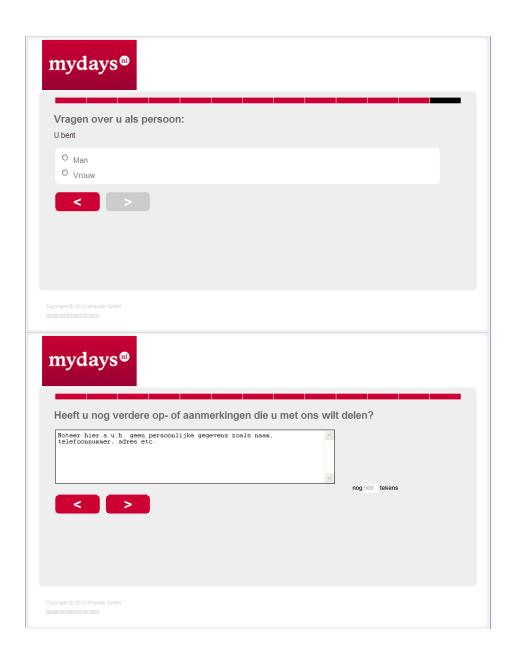


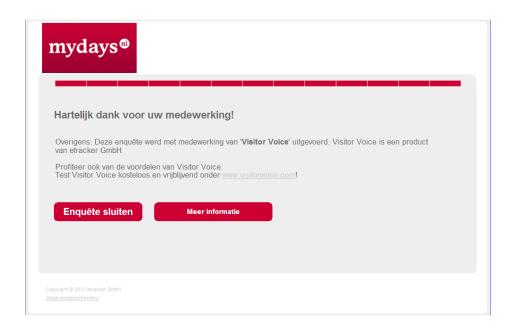








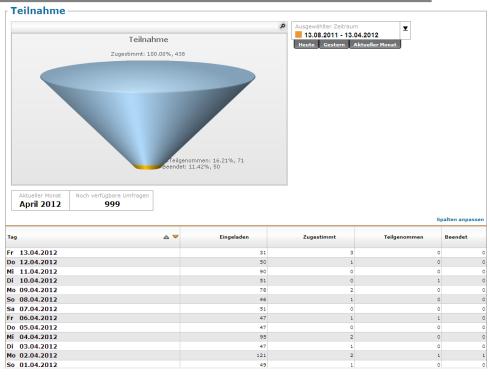


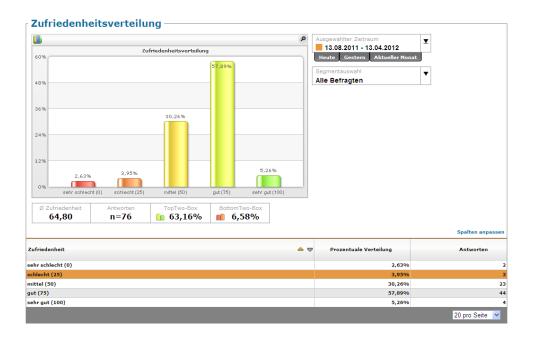


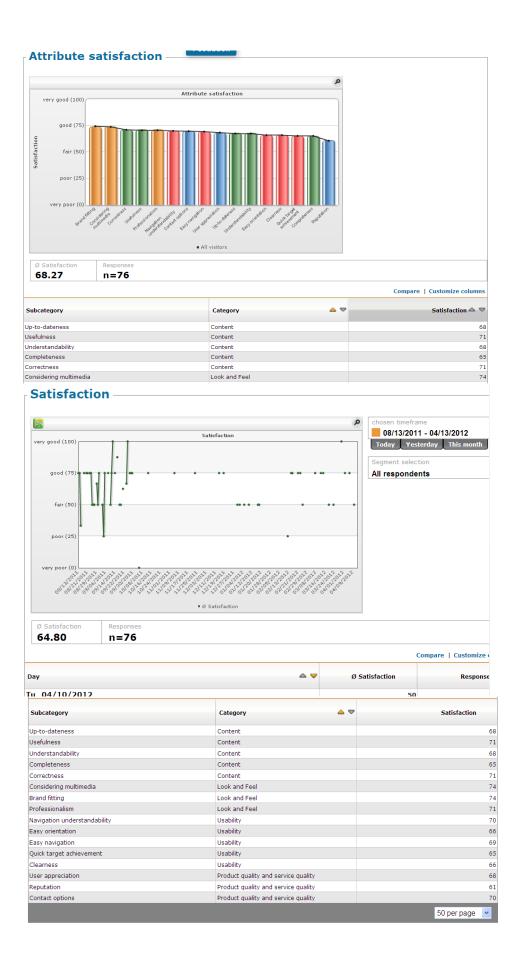
#### Apendix 3

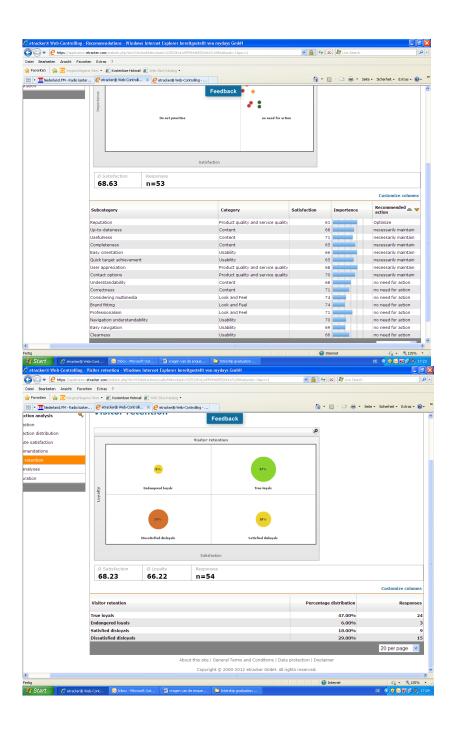






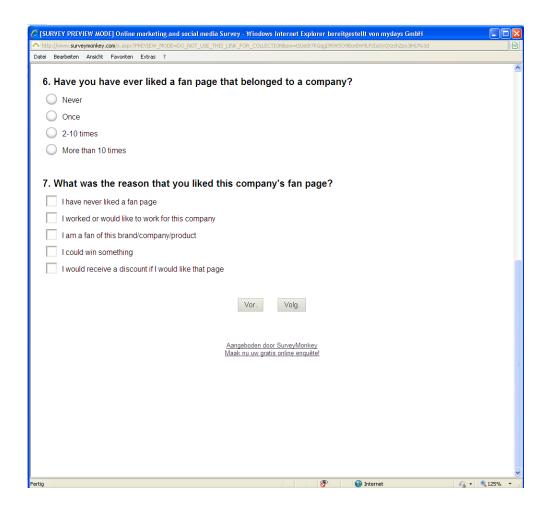


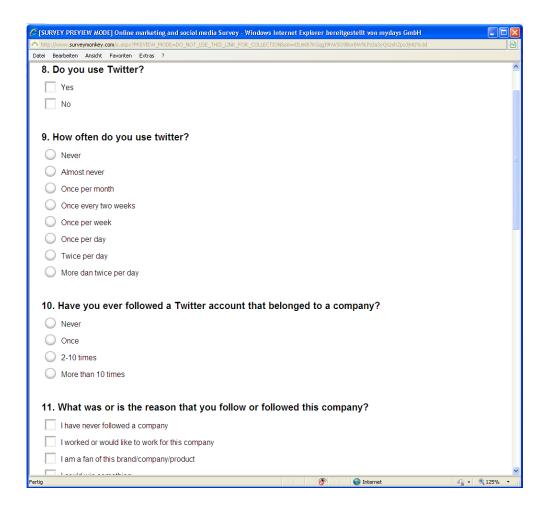


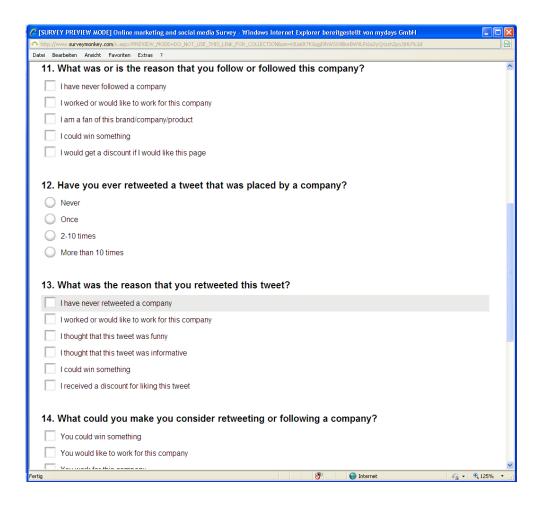


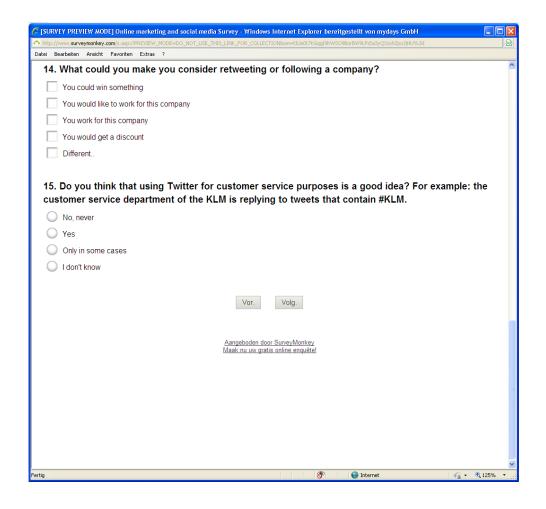
## Apendix 4

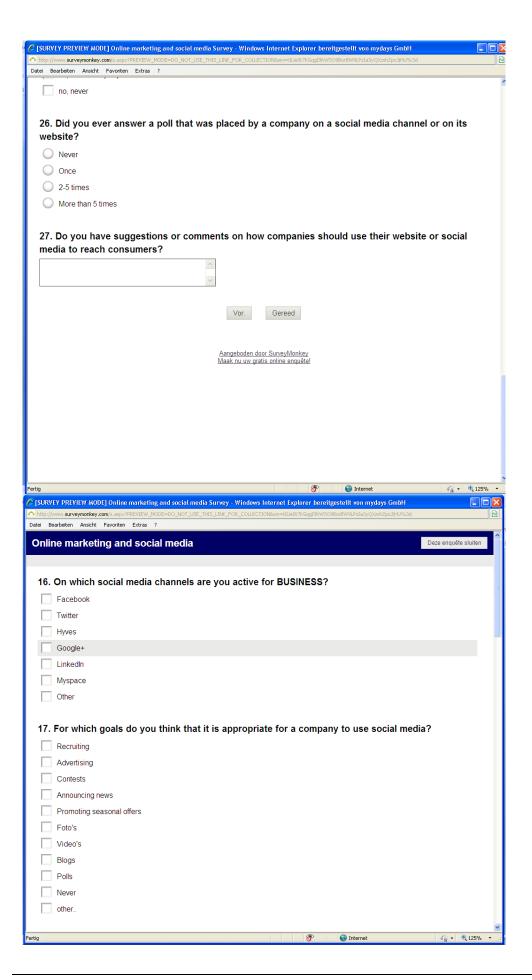
| Online marketing and social media  | Deze enqué           |
|--|----------------------|
| 1. Which gender do you belong to?  male female   |                      |
| 2. To which age group do you belong?  14-19 20-29  |                      |
| 30-39<br>40-49<br>50-59<br>60+   |                      |
| 3. Are you currently living in the Netherlands?  yes no  |                      |
| Volg.  |                      |
| Online marketing and social media  | Deze enquête sluiten |
| *4. On which social media channels are you active for PERSONAL reasons?  Facebook Twitter Hywes Google+ LinkedIn Myspace Different None                    |                      |
| 5. How often do you use Facebook?  Never Almost never Once per month Once every two weeks Once per week Once per day Twice per day More than twice per day |                      |
| 6. Have you have ever liked a fan page that belonged to a company?   |                      |

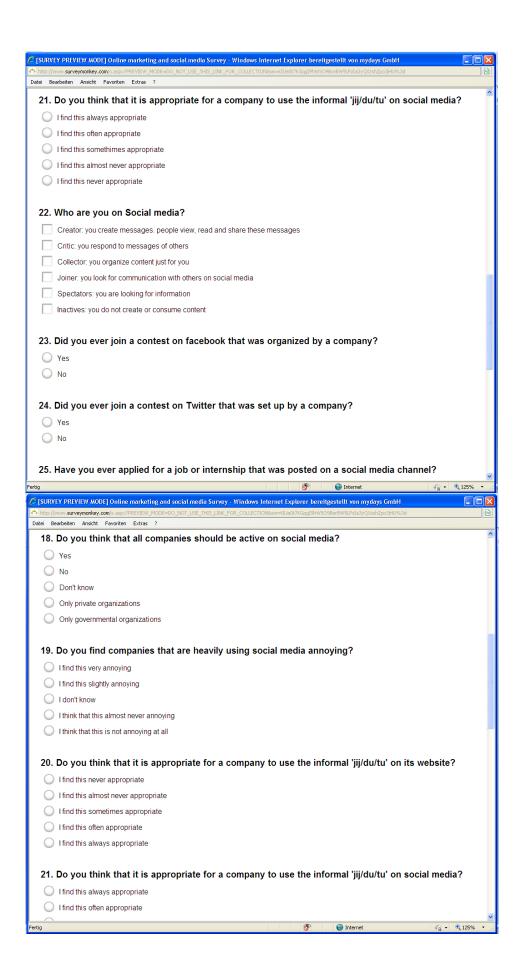












### Apendix 5

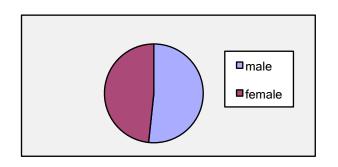
## Online marketing and social media

#### Which gender do you belong to?

| Answer<br>Options | Response<br>Percent | Response<br>Count |
|-------------------|---------------------|-------------------|
| male              | 51,7%               | 104               |
| female            | 48,3%               | 97                |

answered question 201

skipped question 1



#### Online marketing and social media

| To which age group do you belong? |                     |                   |  |  |  |
|-----------------------------------|---------------------|-------------------|--|--|--|
| Answer Options                    | Response<br>Percent | Response<br>Count |  |  |  |
| 14-19                             | 9,0%                | 18                |  |  |  |
| 20-29                             | 55,7%               | 112               |  |  |  |
| 30-39                             | 11,9%               | 24                |  |  |  |
| 40-49                             | 9,5%                | 19                |  |  |  |
| 50-59                             | 6,0%                | 12                |  |  |  |
| 60+                               | 8,0%                | 16                |  |  |  |
| ٤                                 | nswered question    | 201               |  |  |  |
|                                   | skipped question    | 1                 |  |  |  |

