Graduation Research Project

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Acknowledgements

This report is written as part of my study at the HZ University of Applied Sciences. As a fourth year student, I conducted my graduation internship at Europe Unlimited, located in Brussels, Belgium. In relation to the internship, I wrote a graduation report for the organization E-Unlimited.

The writing of this report has stimulated me to look into the hype of social media marketing which nowadays becomes more and more important within the business environment. I found it very helpful to have the opportunity to write this report and in addition be responsible for the implementation of social media at E-Unlimited. Therefore, I have had the opportunity to expand my knowledge on this format of marketing and in addition to directly implement this way of marketing within the organization.

I would like to thank E-Unlimited for providing me with the opportunity of completing my internship within their company, as they created a fantastic environment where I had the chance to conduct my graduation thesis. E-Unlimited gave me a lot of responsibilities and also gave me the chance to meet an international business audience as I had the chance to go to several events they hosted throughout entire Europe.

I would like to thank Tanja Baltus-Michaelsen, my company supervisor, for having me working on several events and supporting my research over the course of my internship here. In addition, I would like to thank Drs. Ype Starreveld, my supervisory teacher, for his support and advice during the internship and on the structuring of the report too.

It has been an invaluable and enjoyable experience for me at E-Unlimited and I would like to thank all staff members of E-Unlimited on supporting me during the internship.

Kind regards,

Robin Pieters
Synopsis

Privately-owned Europe Unlimited S.A., founded in 1998, provides critical business resources to innovative technology entrepreneurs, investors, corporations and researchers, allowing them to successfully build and maintain a healthy economy within the European market. The current core business of Europe Unlimited is to develop and organize international investment forums: business-pitching and networking events where Small and Medium sized Enterprises (SMEs) have the opportunity to present their businesses to an audience of investors and find potential partnerships which can bring their business to the next level. These events are usually funded by regional development agencies that want to stimulate innovation and growth within their region. Besides the core business of hosting forums and events, E-unlimited also recently introduced their online community. This web based online community is still in the BETA phase and is a platform for investors, innovators, policy makers, entrepreneurs and collaborators to network.

Currently, E-Unlimited is facing a stagnating market for event funding. As mentioned before, most of the events are funded by governmental institutions which have to deal with government cutbacks. For this reason, there is narrow negotiation space for E-Unlimited to gain higher payments as there is just less budget available.

This report has been written to provide E-Unlimited with a practically applicable proposal which it can use to implement social media within their organization. E-Unlimited concluded that if they want to grow further as a business they should need to pay more attention on marketing. Nowadays E-Unlimited is hardly using any kind of marketing, because there is no budget available at the moment. Therefore, E-Unlimited wants to explore the possibilities of social media as it is an easy way of reaching a large target group, and usually is associated with low costs.
Introduction

Problem Definition

“Which social media channels are consistent with the organization E-Unlimited to promote their events, and which marketing strategy should be used to realize the implementation of social media within the organization?”

Europe Unlimited is at the moment hardly focusing on any marketing activities. As E-Unlimited indentified that most of their (potential) clients are using social media, they decided to integrate social media within their organization to promote their events and grow further as a business. Furthermore, they want to use social media to promote their activities and gain more visibility in the market they are specialized in. Additionally, E-Unlimited sees social media as a great opportunity to attract more people to their database and events.

To reach the goal of providing E-Unlimited with a practically proposal which it can use to implement social within the organization, my thesis will be divided in four major parts:

- Chapter I: Background
- Chapter II: Choosing the correct Social Media Strategy
- Chapter III: Business Examples of world class Social Media
- Chapter IV: Recommendations (The “Social Strategie Model”)

The background part of the thesis will describe background information of social media within the business environment and analyze Europe Unlimited as an organization. Secondly, two social media strategies will be discussed and analyzed in chapter II. Eventually, both models will be graded based on the “Simple Ranking Technique” and the right model will be chosen that is consistent with E-Unlimited. Before writing the final recommendations also two business Examples of world class social media will be discussed as E-Unlimited can benefit from their experiences. Finally, in the recommendations part the thesis question will be answered. This will be done by describing and implementing the chosen “Social Media Strategy Model” from chapter II.
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Chapter I: Background

1.1 Background Europe Unlimited S.A.

Europe Unlimited was founded in March 1998 by Mr. William Stevens. Europe Unlimited was developed to focus mainly on executing deal souring services for venture capital and investment banking clients. Europe Unlimited also had the privilege to conduct research for “Europe’s 500”. Within the Europe’s 500 the most promising start-up companies of Europe are included.

After the starting-up stage of the company, Europe Unlimited organized its first investment forum in early 2000. This investment forum was a conference dedicated to matching technology start-ups with venture capitals and corporate investors. Over the last decade, Europe Unlimited managed to expand their portfolio across Europe significantly. Because of these developments, Europe Unlimited at this moment also provides their service to several European Commission projects. Through several investments rounds made in the last few years, Europe Unlimited managed to grow rapidly into one of the leaders within the European market.

Nowadays, following a management-buyout in 2008, privately-owned Europe Unlimited S.A. provides critical business resources to innovative technology entrepreneurs, investors, corporations and researchers, allowing them to successfully build and maintain a healthy economy within the European market.

1.2 Company Structure

1.2.1 Mission and Vision

Vision
Europe Unlimited believes that dynamic entrepreneurship is the key for driving innovation, economic growth and coming up with sustainable solution for the world’s challenges

Mission
By facilitating pragmatic solutions we allow Europe’s innovators to leap forward as global leaders in their business. These pragmatic solutions are offered by helping entrepreneurs, investors, corporations and advisors to network.

Our Values
We have a passion to make a difference to every engaged innovator in our network, at every contact.
Goals
Europe Unlimited has not only set goals for the long term, but for the short term as well. Below, an understandable overview is described of not only the overall goals of the organization, but also a more detailed overview of the goals for the upcoming years.

Europe Unlimited S.A. goals for the long term:

✓ Be the community of Europe’s most dynamic technology innovators
✓ Be the first point of reference for entrepreneurs, investors, corporations, Research & Development experts and policy makers looking for innovation through technology
✓ Give technology innovators a platform to exchange knowledge and represent their interests

Detailed overview of organizational goals up to 2013:

2011: “providing a real venture programme” & “start online project funding”

✓ venture events and contest expanded, also with a European Venture Club
✓ community free and paying membership prepared and start to take off after the Summer
✓ expert community expanded especially amongst the corporate and nominating multipliers
✓ funding raised and team engaged for the online platform – platform development “3.0”
✓ new profitable EC projects prepared
✓ further growth in event revenue and gross profits to repay loan

2012: “grow the community platform”

✓ community free and freemium (expert) really take off and paying membership/partnership starts solid
✓ expanding innovation contest (healthcare + cleantech) activities
✓ team grows to support online community
✓ focus on execution within budgets and community target achievement

2013: “grow the community platform online revenues”

✓ paying corporate membership really grows strongly
✓ expanding innovation contest (healthcare + cleantech) & EC activities
✓ team grows to support online community
✓ developing profitability

Strengths

✓ A team of dynamic and international staff
✓ A network of 20,000 entrepreneurs
✓ Venture Capital deal flow throughout Europe
✓ Connections to technology corporations
✓ A link between Research & Development and business
Achievements

- Helped Small & Medium Enterprises raising more than €1.5 billion
- Promoted more than 2,500 entrepreneurs
- Networked research with business
- Managed over 100 events
- Assisted national and regional Governments
- Worked with EU and regional institutions
- Successfully established this company and its reputation

1.2.2 Staff

Europe Unlimited has divided their staff within several departments which all have their own responsibilities. The major reason for choosing this structure is that it helps Europe Unlimited to keep control over the different operating areas. Europe Unlimited is nowadays working with a Head of Operations, Business Development Team, Web & Back-Office Team, ICT Team, Life Sciences Team and Clean Technology Team. The Life Sciences, ICT and Clean Technology teams are the executive teams within the organization. These teams have the responsibility of the services provided by the organization within each sector. In these teams, the functions of account manager and content manager are represented and are usually completed with a stagaire. Below you are able to find the organization chart mentioned in the Europe Unlimited S.A. 2011 Execution Plan. Afterwards I will give a brief overview of the specific departments.

1.2.2.1 Head of Operations

At the moment, Tanja Baltus-Michaelsen is the operations manager at Europe Unlimited. Tanja is responsible for ensuring that all departments in the organization stay on track. Basically, Tanja is coordinating all the services provided by Europe Unlimited. If necessary, Tanja jumps in regarding projects/events if something unexpected occurs.

1.2.2.2 Web & Back-Office Management

The Web & Back-Office Management Team consists of Mike Masy, Youssef Sabbah and Cédric Genicot. Europe Unlimited just launched an Online Community and switched to another website and database in August 2009. Mike is responsible for the website and database and Youssef en Cédric for the Online Community and Database. At the moment, the web & back-office team is expanding and improving the online community, as Europe Unlimited aims to gain more benefits from the online community.

1.2.2.3 Business Development

The business development team develops deeper relations with targeted accounts. Their main focus is writing proposals to the governments, representing E-Unlimited and participating in meetings with potential clients. Furthermore, they are responsible for sponsorship and partnership deals. They join the advisory board of specific events and they support the content management team, especially on program development. The business development team consists of Teresa Cunha (based in Portugal), Dorte Wiene (based in Denmark), Paul Webber (based in Brussels) and Hugo Claessens (based in Brussels).

1.2.2.4 Life Science, Clean Technology and ICT Teams

As mentioned before, Europe Unlimited is focusing on the Life Science, Clean Technology and ICT sector. Within Europe Unlimited for every sector a team is available. Each team has full responsibility regarding hosting events, European Commission Projects and any additional matters. At this moment, the ICT team exists of, Valery Bejenuta, Myrna Rodriguez-Hausséguy, Ander Ocrasitas and Dilan Ozmuk (Intern). The Life Science team also exists out of three employees, named Arno Nursky, Julie Gruchi and Fabien Westerik (Intern). Last but not least, the Clean Technology team exists out of Julianne Tudose, Jasna Gasparac Palokaj and Robin Pieters (Intern).

1.2.2.5 International orientated staff members

Europe Unlimited has an international orientated staff with employees from all over the world, with outstanding language skills and experience. At this moment, the employees represent the following nationalities: Belgium, Croatian, Moldovan, German, Mexican, British, Canadian, Dutch and Portuguese. It is extremely important for an international targeting company like Europe Unlimited to have a mix of employees which can cover several languages. The international staff is one of the key strengths of Europe Unlimited, as they are able to approach clients in a more targeted approach. For example, Europe Unlimited has a lot of contacts in Spain. In overall, Spanish don’t have great English language skills and prefer to talk in Spanish. Europe Unlimited can react to this matter by getting one of their Spanish speaking employees in contact with them. The spoken language at Europe Unlimited is English and all team members are capable of speaking business related English.
1.3 Social Media in the Business Environment

Before discussing the developments around social media in the recent years and the opportunities that social media brings to the business environment it’s useful to first establish the right definition of social Media.

1.3.1 The Definition: Social Media

Social Media is a term being increasingly used the last several of years. As the term “Social Media” is very broad, before conducting the right definition for social media, it is very interesting to take a look at some of the definitions used by experts in this field.

“Social media essentially is a category of online media where people are talking, participating, sharing, networking, and bookmarking online. Most social media services encourage discussion, feedback, voting, comments, and sharing of information from all interested parties. It’s more of a two-way conversation, rather than a one-way broadcast like traditional media. Another unique aspect of social media is the idea of staying connected or linked to other sites, resources, and people.” (Ron Jones)

“Primarily internet or cellular phone based applications and tools to share information among people. Social media includes popular networking websites, like Facebook and Twitter; as well as bookmarking sites like Digg or Reddit. It involves blogging and forums and any aspect of an interactive presence which allows individuals ability to engage in conversations with one another, often as a discussion over a particular blog post, news article, or event.” (Business Dictionary)

“An umbrella term that defines the various activities that integrate technology, social interaction, and the construction of words and pictures.” (Anvil Media)

“Social media includes the various online technology tools that enable people to communicate easily via the internet to share information and resources. Social media can include text, audio, video, images, podcasts, and other multimedia communications.” (Alison Doyle)

After considering the above mentioned definitions of social media experts, I am able to conduct my own social media definition. From my point of view, social media can be defined as:

“Social media consists of several platforms that bring people closer together, by giving them the opportunity to communicate, share opinions and information and the possibility of networking online. Social media can include text, audio, video, images, podcasts and other multimedia communications.”

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4. Source: Social Media – Social Media Definition, Alison Doyle, retrieved on February 22 from: http://jobsearch.about.com/od/networking/g/socialmedia.htm
1.3.2 Social Media Developments

Social media was at first a mayfly which developed itself into a trend and became later a hype. Social Media is rapidly becoming a new force in organizations around the world, allowing them to reach out to customers and understand them as never before. Recent research data from Google shows that the term social media has become an absolute hype over the last few years. As you can see in the graph below, from the beginning of 2008 the interest for social media has increased enormously. These developments in social media have raised its interest within the business environment. More and more businesses try to benefit from the exciting “Holy grail of Marketing”. 


It is in doubt where and when exactly the term social media has been established. More data is available among networking, the best known form of social media. The first social media networking site “SixDegrees” was launched in 1997 and had over 1 million users at its peak. After a while, the interest in the website started to stagnate which led to its closure in 2001. The major developments in social media have been taken place in the last couple of years. Ralph Waldo Emerson states that from the “Chasm’s Model for Technology & Adaption” point of view, social media is now being adapted by the early adopters. However, because of the positive forecast that the business environment will adopt social media even more, it is expected that in the coming years the step can be made from early adopters to early majority.

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* Source: Marloes Smit (2010), Thesis: Social Media & Affiliatemarketing, Utrecht
This is further substantiated by the recently published study from ComScore in March 2011. ComScore has done a research on the adaption of the two popular networking sites LinkedIn and Twitter. The research revealed that in the recent years the adaption of both sites have increased magnificently. In the top ten countries around the world, with the highest penetration rate of LinkedIn, there are five European countries listed. The Netherlands has the highest penetration rate of 26.1 %.\(^\text{x}\) Further the list contains Ireland, U.K., Denmark and Belgium. Belgium is listed in ninth place with a penetration rate of 12.6 %.\(^\text{x}\) Regarding the Twitter network, we can conclude that Twitter is used worldwide and this reflects in the top 10 ranking where there is only one European country listed, The Netherlands. From this information we can conclude that social media networks are extensively used in today’s world and that this trend is still continuing. The interest in social media within Europe can also be defined as high, which is interesting for E-Unlimited as this is their target market.

1.3.3 Social Media and the Business Environment

As mentioned before, the use of social media is growing marvelously in the business environment. The business environment now has a clear view of what opportunities social media has to offer, if used properly. When organizations decide to implement social media, they should develop a strong social media strategy that fits not only the organization structure but also their vision, mission and strategy. There are many benefits to mention that social media has to offer for the business environment. After reading different reports and websites, I concluded that the following benefits are being regarded as most important for the business environment.

I. Increase of brand awareness: Increased awareness of our organization, products, or services among target customers
II. Increase of website traffic
III. Creating better understanding of customer perception towards the organization
IV. Ability to monitor what is being said about the organization (organizational feedback)
V. Increase of new customers/business
VI. Identifying the most favorable perceptions of the organization, services, or products
VII. Improve insights of the target market
VIII. Identification of new product and/or service opportunities
IX. Strengthening of the customers relation
X. Possibility of increasing “Goodwill”

These are just some of the advantages that social media has to offer. Later on in the thesis (Chapter III: Business examples of word class social media, two practical examples of social media successes will be discussed where also their results will be examined.

\(^\text{x}\) Source: [Press Release Comscore Research](http://www.comscore.com/Press_Events/Press_Releases/2011/4/The_Netherlands_Ranks_number_one_Worldwide_in_Penetration_for_Twitter_and_LinkedIn)

\(^\text{x}\) Source: [Press Release Comscore Research](http://www.comscore.com/Press_Events/Press_Releases/2011/4/The_Netherlands_Ranks_number_one_Worldwide_in_Penetration_for_Twitter_and_LinkedIn)
1.4 Europe Unlimited Analysis

1.4.1 SWOT Analysis

Europe Unlimited has a strong foundation among the venture capital industry and the organization should be able to use its existing relations to make the next step. Europe Unlimited wishes to promote their main service (hosting events, where entrepreneurs, researchers & experts, corporations and SME’s come together) within Europe. This will require the active involvement of marketing and PR techniques and of course in company knowledge. Unfortunately, there is no budget available for these kinds of marketing matters. Regarding the thesis, it’s necessary for Europe Unlimited to look more into the use of social media marketing channels, which are offered for free. More and more companies are using these channels for promoting their business and several cases can be defined as big successes. The use of social media can be seen as one of the opportunities for the organization.

Note: A full SWOT Analysis overview can be found in Appendix I: SWOT Analysis Europe Unlimited S.A.

1.4.2 Porter’s 5 forces model

The 5 forces model of Porter is a great tool to map and understand the market where Europe Unlimited is operating in. Underneath, the 5 Forces Model of Porter regarding Europe Unlimited situation is explained.
Potential New Entrants
If we take a look at the risk of potential new entrants in the market, we can conclude that the enter barriers of the market are high and for that reason there are less potential new entrants. This means, that it will be extremely difficult for a start-up or an inexperienced company to compete in the market. Through hosting events, Europe Unlimited helps regions within Europe to strive for further innovation and networking. Europe Unlimited’s customers are generally counties and governments that intend to increase their visibility in Europe, by supporting innovation within the area. If a county or government, express their interest in innovation and networking, that’s the point Europe Unlimited gets in the picture. Europe Unlimited encourages innovation in entire Europe, by bringing together researchers, investors and experts to their events.

To deliver such a service, it’s extremely important to have the required knowledge and experience represented within the company. Ultimately, everything within this kind of market is about networking and building up contacts. If you are able of building long term relationships with your clients, success is almost granted as the company will gain visibility and credibility. From the points mentioned above, it is fair to say that it is very difficult for a new player to enter the market by the fact that they just don’t have the required expertise and knowledge. In addition, existing players in the market are ahead of new players as they have build long lasting relationships with most of their clients.

Supplier Power
Europe Unlimited doesn’t have any suppliers as they are offering a service and not a tangible product.

Buyer Power
The buyers are having a big influence in the market as they can be considered as a big threat. The customer decides which network he wants to use based on different criteria. It’s necessary for the organization to highlight their strengths and opportunities to satisfy the customer’s needs. As mentioned earlier, Europe Unlimited in general does business with governments and counties which seek to stimulate innovation within their region. Partly because of the credit crisis and other issues in the recent years, the government budgets were shortened considerably. This means that governments must cut spending and are not able to deposit large sums for the service that Europe Unlimited provides as in the past.

Therefore, Europe Unlimited has a weaker negotiation position than previous years, simply by the fact that their customers have less money to spend. Of course, there is a negotiation process between supplier and buyer, where both parties try to find the best solution that works for both of them. Moreover, the positive affect can be that if customers have confidence in the service of Europe Unlimited, they will be loyal to the organization as an excellent relationship is being built between both parties.
Threat of Substitution

Europe Unlimited also has to deal with the danger of substitution. There are different services available in today’s world that could replace the service of Europe Unlimited. For example, a government or county can choose for starting incubators in the region, instead of hosting events. Incubators are programs designed to accelerate the successful development of entrepreneurial companies by providing them with critical business resources and services.\footnote{Source: Business Incubation Works, University of Michigan, NBIA, Ohio University and Southern Technology Council, 1997, retrieved on February 21} Secondly, they can also choose for funding clusters in the region. A business cluster basically is a geographic concentration of connected business, suppliers and associated institution that stimulates innovations by bringing knowledge together. Finally, a region can also choose to pump money into university research projects. To summarize, there are several substitute services which is a threat to the network of Europe Unlimited.

1.4.3 Analyze of existing media mediums

At the moment, Europe Unlimited doesn’t spend much effort on marketing and PR activities. It’s Europe Unlimited’s belief that they should start integrating marketing and PR activities as they are currently missing the opportunities that intensive use of marketing has to offer. The main reason that marketing is not intensively used in the organization is that there is just no budget available. In the past, the organization did use several marketing channels such as Twitter, Youtube and direct mailing. Nowadays, the organization is frequently using direct mailing, through networks provided by their partners as a marketing activity. Secondly, E-Unlimited is also promoting their events through the event websites which are linked to the E-Unlimited website. Below you are able to find a brief overview of Europe Unlimited’s marketing activities.

Direct Mailing

Direct marketing is a form of advertising that reaches its audience without using traditional formal channels of advertising, such as TV, newspapers or radio. Businesses communicate straight to the consumer with advertising techniques such as fliers, email, couponing, direct selling etc. One of the channels of direct marketing is the form of direct mailing. Europe Unlimited is now targeting potential investors, researchers, SMEs, governments and counties by direct mailing. Usually, they send out direct mailing to their database regarding upcoming events and announcements. Often, they also use direct mailing for targeting contacts provided by one of their partner’s network.

Event Websites

For every event, E-unlimited launches a special event website. The links to these websites can be found on the E-Unlimited website under the subcategory “Events”. At the event websites in overall the programme, partners, participants, contact information and relevant news is available.

Twitter

Europe Unlimited at the moment has a general twitter account. Unfortunately, the twitter account isn’t up to date as their last tweet was post on the 18th of November 2009. Currently, the account has 89 followers and only 48 tweets where posted.

* Europe Unlimited Twitter Account: http://twitter.com/#!/europeunlimited
Youtube
Europe Unlimited started using Youtube in early 2010 as they uploaded short promotion movies of events. For example, Europe Unlimited is supporting the Ecolink project from the European Commission. On the Youtube channel there are different movies uploaded regarding this project. The latest movie was uploaded on the 13th of April 2011.

* Example Ecolink Movie at E-Unlimited Channel: [http://www.youtube.com/watch?v=r4OFtl8cNO8](http://www.youtube.com/watch?v=r4OFtl8cNO8)
Chapter II: Choosing the correct Social Media Strategy

As previously mentioned, there have been many developments around social media in the last decade where the term “social media” has become a hype. More and more organizations adopt social media in their execution plans which resulted in the fact that organizations are taking a more detailed approach towards social media. There are many models/strategies available that help organizations, who don’t have the required knowledge of social media, implement social media within the organization.

From this point, I will describe two business models for the implementation of social media by organizations. I have chosen to highlight the “Social Strategy Model” of Sjef Kerkhofs and the “Social Media Strategy Framework” developed by Deloitte. Deloitte is one of the leading organizations when it comes to social media. Social media is part of their marketing strategy and in relation they developed their own framework which is recommended by experts in the field to organizations without experience with social media. The “Social Strategy Model” of Sjef Kerkhofs has recently been published in his latest Dutch written book: “Social Marketing Strategie – van experiment naar succes.” Both models will be briefly explained where they afterwards will be graded based on the “Simple Ranking Technique.” By using the Simple Ranking Technique, it’s possible to evaluate options/alternatives based on several criteria. Each criterion has its own weight as some of the criteria are more important than others. Based on the scores of both models, the model which suits the organization E-Unlimited the best will be determined.

2.1 The “Social Strategie Model”

Internal Organization
Almost every social media initiative is doomed if an organization is unable to prepare the internal organization for the usage of social media. Therefore, it’s necessary to ensure that all noses are in the same direction before starting using social media. The use of social marketing is as a result only possible if the organization is ready for it. During the first step of the plan, issues will be highlighted like the company culture and the level of acceptance of social media in the organization.

1. Problem Definition & Focus
Each marketing plan starts with identifying a clear problem definition and area of focus. During this step of the “Social Strategy Model”, the organization needs to clarify their answers to the following questions:

- Which concern is observed? (Actual problem or concern?)
- What is the cause of this situation/problem?
- What is the desirable situation?

2. Target Audience & Objectives
Like any other way of marketing, it’s essential to get a clear vision on what your target audience and objectives are. When it’s unclear what and who you want to reach, there is a huge chance that the usage of social media will be a disaster. Conducting objectives and the target audience is difficult, but extremely important. These factors determine the input and output of the strategy and process which is of immense importance. Too often objectives/goals are formulated to vague or are not defined at all.

3. Online Behavior Target Audience
Now the target audience is defined, it’s necessary to identify their online behavior. Which social media channels are being used by your target audience and are they intensive or non-intensive users? Identifying the behavior of your target market is one of the major bumps in the road of implementing social media. Without a proper analysis, an organization has a bigger risk of linking the wrong strategy to their audience.

Go or No-Go decision
At this point, there is still a chance of backing out of the social media strategy plan. This is an extremely important moment as you maybe come to the conclusion that social media isn’t the right marketing channel for the organization. There is a chance of backing out without losing further investments.

4. Strategic Framework
The next step in process is creating a strategic framework. Within the strategic/creative framework all the previous steps are structurally summed up and the strategic direction is identified. During this part goal/objective meets strategy.
5. Integration of Marketing Strategy
During this part of the plan a closer look is given on integration of social media. In this step the social media channels that are consistent with E-Unlimited will be chosen and discussed. After this step the strategies for the chosen channels are discussed in the next step.

6. Media Plan & Channel Selection
This is one of the most important steps of the plan as the strategies for the social media channels are being discussed. During these steps, recommendations are given how E-Unlimited should use their social media channels to meet their objectives.

7. Project Management
Social marketing is an intensive and in some cases relatively new process for an organization. It is therefore even more important to put someone in charge that is capable of organizing this new feature. During this part, a person or team is defined for the responsibility of social media. Occasionally, organizations choose to outsource this part.

8. Activation & Return on Investment
The greatest danger could occur however after the implementation of the social media strategy. Actually the “real work” begins after the organization starts implementing their social media strategy. Measuring the performance of the social media strategy is even more important to make the use of social media a big success!

2.2 The “Social Media Strategie Framework”

1. Goals & Ambitions
The framework starts traditionally with the formulation of goals/objectives and ambitions. Conducting a social media strategy always starts with identifying the organization goals and ambitions which is followed by gaining insight in your target audience and their desires. During the first step of the process the following subtasks need to be taken into account:

- Assessing the overall business objectives to identify the social media targets
- Creating of awareness and understanding of the term social media and its opportunities/challenges
- Measuring strategic alignment with the targets/objectives of social media

2. Target Audience Insight
Without creating insight in your target audience there will be no success in social media. It’s extremely important to identify the target audience and therefore this is an essential step within the framework. Social media allows the organization to approach their customer on a different, more direct way to get to know his desires. Customer’s desires are indentified by actively approaching the customer; listen to him/her and getting to know them. The following steps need to be taken before continuing to the next step:

- Developing segmentation characteristics of the target audience
- Examination of the social media channels used by the target audience
- Evaluate the current social media activities of the organization

3. Execution Plan
Conducting the execution plan is being done after setting up the goals, ambitions and identifying the target audience. In this phase, several social media initiatives will be suggested in a time framework. Research into the current online projects and discussing the consideration of several social media channels are the basics in this phase. During this phase it's time to link the strategy framework to the social media objectives/targets. Again, the “Social Media Strategie Framework” shows several steps to follow:

- Determining existing social media activities
- Developing possible scenarios of social media use
- Developing a business case of several social media projects, success stories & failures
- Developing a roadmap
4. Execution

After considering the previous steps, the organization is able to start the execution phase. During the execution phase it’s all about the performance of the social media strategy. In addition, it’s all about the realization of accessible, innovative platforms, which is achieved by a traditional approach. The “Social Media Strategie Framework” highlights the following issues in this phase:

- Defining the functional requirements of the social media strategy
- Developing of interaction and graphic design
- Vendor Tool selection
- Conducting configuration tool
- Identifying content
- Creating awareness within the organization
- Testing and delivering

5. Monitoring & Growth

Maybe the most important step of implementing social media is monitoring results and growth. If an organization monitors their social media activities, they will be able to recognize opportunities and threats. This will give them a clear view of what needs to be improved in their strategy and in relation what is need to grow further as a business. During this phase the following issues are being discussed:

- Monitoring and measuring of the social media activities
- Analyzing and learning from the success of the activities
- Conducting management and coaching related to social media
- Closing of the project and launching the next social media activity

2.3 Grading: “The Simple Ranking Technique”

After analyzing both social media strategy models, I tried to determine the right model for E-Unlimited to use for their social media implementation. Based on the Simple Ranking Technique, I had the possibility to assess both models on the following four criteria: level of detail, the possibility of an interim analysis (possibility of backing out on time), the level of guidance consistently during the phases and the maturity level of the model (is the model common used within the business environment or is it just recently introduced?) Each criterion has been giving their own weight as not all criteria are as even important. Both alternatives have then been evaluated on a scale of 0-100 points for each criterion. Finally, the scores have been multiplied with the weight rankings of each criterion and as a result I have been able to determine which model to choose based on their overall scores.

Based on the scores of both models, I have been able to conclude that the “Social Strategie Model” by Sjef Kerkhofs is the best model to use by E-Unlimited for their implementation of social media. The “Social Strategie Model” was rated with a higher average score of 64 points compared to the “Social Media Strategy Framework” of Deloitte with a final average score of 59 points.
There can be concluded that there is only a slight difference of five points between both models. A detailed overview and description of the “Simple Ranking Technique” can be found in Appendix II: Evaluation: The “Simple Ranking Technique.” From this point on, I will briefly explain the scores of both models on each criterion.

**Level of detail**
From my point of view, the level of detail is the most important criterion as the implementation of social media is new to E-Unlimited. For this reason, this criterion has been giving a weight of 0.40 (40%). The “Social Strategie Model” has been giving a score of 75 points and the “Social Media Strategie Framework” has been ranked with a score of 60 points. Both models score high on this criterion, but the “Social Strategie Model” is just a little bit more detailed as it’s has eight steps in comparison to five steps in the “Social Media Strategie Framework”. In addition, the “Social Strategie Model” consists of more detailed phases and considers more ancillary matters.

**The possibility of an interim analysis**
It’s necessary to consider the possibility of an interim analysis in both models. There is always a possibility that an organization realizes that the use of social media is not the solution for their problem definition. In this case, it’s necessary to back out on time before further efforts and investments are being made. This criterion has been given just like the other remaining criteria a ranking of 0.20 (20%). Both models have a high score on this criterion as in both models more investments are made in later phases. With investments, I don’t mean money investments as E-Unlimited doesn’t have a budget available regarding this issue but more investments related to the increase of work hours, men power, etc.

**The level of guidance during the phases**
It’s also extremely important for E-Unlimited that the chosen model guides the organization properly through each phase. E-Unlimited only used social media occasionally and their last activities were being made a long time ago. For this reason, it’s necessary to have a clear model with phases explained properly, so no important steps are forgotten which in addition is minimizing the risk of failure for E-Unlimited. On this criterion also both models have a great score of 70 points to the “Social Strategie Model” and a score of 50 points to the “Social Media Strategie Framework”.

**Maturity level of the model**
Another criterion that was worthwhile considering was the maturity level of the models. Has the model been used in the business environment before or is the model totally new to the business environment? On this criterion the “Social Media Strategie Framework” scored extremely high with a score of 75 points in comparison to the “Social Strategie Model” with a score of 30 points. The “Social Media Strategie Framework” scored extremely high on this score as the model can be considered as a success story of Deloitte and has also been used by other organizations in the past. The “Social Strategie Model” has been given a lower score for the fact that, the model has recently been published and has not been used in the business environment before. Nevertheless, the model’s structure was based on the ideas of older social media strategy models.
Chapter III: Business Examples of word class Social Media

In today’s world more and more organizations are starting to use social media as their new marketing tool. It is therefore not surprising, that nowadays some of the leading companies are using social media. During this chapter of the thesis, the focus will be on “social media strategies examples” within the business environment as these strategies can act as a paradigm for E-Unlimited in the future. In consultation with E-Unlimited, the social media strategies of Deloitte and Microsoft BizSpark will be analyzed. After considering different leading organizations in social media marketing, the decision was made to analyze Deloitte as they recently realized big successes in social media. In addition, Europe Unlimited has been in close contact in the past few years with Microsoft BizSpark. Furthermore, Microsoft BizSpark is a client for E-Unlimited as they invite startup members of the Microsoft BizSpark program to their events and the other way around they encourage startups in their database to connect with Microsoft BizSpark. For that reason, it would be a major benefit for Europe Unlimited to see how one of their closest clients use social media as a marketing tool.

**Brief description of companies:**

**Microsoft BizSpark:** *Microsoft® BizSpark™ is a global program that helps software startups succeed by giving them access to Microsoft software development tools, connecting them with key industry players, including investors, and providing marketing visibility to help entrepreneurs starting a business*\(^\text{XII}\)

**Deloitte:** *is the brand under which tens of thousands of dedicated professional in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management and tax service to selected clients*\(^\text{XIII}\)

### 3.1 Microsoft BizSpark

*During this part of the thesis, first of all the organizational structure of Microsoft BizSpark will be discussed. Secondly, there will be a focus on the products from the Microsoft BizSpark Product Portfolio. Last but not least, the social media strategy and results will be taken into account.*


3.1.1 The organization

Microsoft BizSpark is just a small part of the “Microsoft Umbrella”. Microsoft BizSpark was launched worldwide in November 2008 to support technology startups and secure innovation within the sector. The program offers startups free software, the chance of quickly gaining visibility and finding potential partnerships through their international network.

For a startup, the cost of buying software is one of the main barriers to enter their market as it usually goes together with high costs. As a member of the Microsoft BizSpark network, a startup has access to different kind of software and additional online services of Microsoft which will make it easier for them to enter the market. As mentioned before, Microsoft BizSpark is providing diverse kind of software from development software to office environmental software.

To be more specific, startups can register for Microsoft BizSpark through Network Partners. These are local Microsoft partners who have the knowledge to recognize promising startups and stimulate innovation by supporting startups in the early stage of penetrating markets. Basically, Microsoft BizSpark is focusing on supporting and promoting of promising entrepreneurs. Although Microsoft BizSpark was established just only a few years ago, it’s already feasible to say that the program is quite a success as it fills up a gap in the ICT market. As a result, they also managed to start the program in countries like the Netherlands, Portugal and the U.K. as well.

3.1.2 Product portfolio

<table>
<thead>
<tr>
<th>Product</th>
<th>Product description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASP.NET</td>
<td>A technology for building dynamic web applications</td>
</tr>
<tr>
<td>Expression Studio</td>
<td>Tools for designing and building web and Windows client applications and rich media content</td>
</tr>
<tr>
<td>SQL Server</td>
<td>All editions of our database server software</td>
</tr>
<tr>
<td>Visual Studio</td>
<td>A comprehensive suite of development tools designed to help software developers create innovative, next-generation applications</td>
</tr>
<tr>
<td>Windows 7, Vista, XP</td>
<td>The latest and legacy Windows operating systems– for design, dev, test and demo only</td>
</tr>
<tr>
<td>Windows Azure Platform</td>
<td>Access to our cloud computing platform</td>
</tr>
</tbody>
</table>
3.1.3 Social Media Strategy

As mentioned before, Microsoft BizSpark is a subsidiary of the Microsoft Corporation. Microsoft has developed e-marketing/social media strategies for the whole organization and their subsidiaries. Microsoft Corporation is implementing social media for the whole organization by starting partnerships with organizations that are experts in the field of social media. These partnerships give Microsoft the opportunity to choose the right social media channels to reach their objectives.

For instance, Microsoft South Africa managed to retain their partnership with Cerebra to co-orderate and manage all social media activities and online reputation management within the South African market. In this partnership, Cerebra is supporting Microsoft in identifying key influencers in social networks which have obtained the knowledge of the Microsoft products and services, and helps Microsoft connecting with these brands. In addition, Microsoft Corporation has announced on March 2011 their collaboration with Starcom MediaVest Group. Starcom MediaVest Group will be responsible for Microsoft’s global media strategy and planning in the U.S. and Canada. The incumbent on the account was Universal McCann, based in San Francisco which will still be responsible to handle media planning outside North America.

As well as Microsoft has a strategy for the whole organization in specific regions/markets also the subsidiaries have a separate social media strategy. Microsoft BizSpark is at the moment using the social media channels mentioned in the chart below. These channels are mentioned on their website through hyperlink icons. (See appendix III: Print screen Microsoft BizSpark Website)
Besides the fact that Microsoft BizSpark is using several social media accounts, there are also different marketing strategies for each market where they operate in. To get a clear vision of Microsoft BizSpark, I managed to get in contact with Mrs. Bindi Karia who is responsible for the VC/Emerging Business within the U.K. market (See appendix IV: Minutes Telephone conversation with Bindi Karia). Although Microsoft BizSpark U.K. nowadays isn’t using any social media plan, they are using social media intensively.

Mrs. Bindi states that Microsoft BizSpark is using social media marketing from the sales perspective as well as the communication perspective. They are using Twitter, Facebook, Linkedin and Youtube to promote their events and there services. Unfortunately, results are not measured thus no numbers/facts can be compared. Secondly, Microsoft BizSpark U.K. is also using social media as a communication channel. Most of their clients are intensive users of social media marketing and for this reason they see it as a quick and effective way to communicate with them.

3.2 Deloitte

From this point on, the social media strategy from Deloitte will be highlighted. Deloitte is one of the leading companies in today’s world when it comes to social media. Deloitte is in an advanced stage of social media usage. For E-Unlimited it’s interesting to see how the social media plan of Deloitte is conducted.

3.2.1 The organization

Deloitte Touche Tohmatsu Limited (DTTL) is one of the world’s leading companies specialized in consulting and accounting. Through centuries DTTL got more and more specialized in different business areas which made the organization grown significantly. This conclusion is strengthened as “Deloitte” managed to realize a sixth consecutive year of double-digit revenue growth between 2002 and 2008 which resulted in an US$ revenue of 27.4 billion in 2008. XVII

Deloitte was founded in 1845, when the founder William Welch Deloitte opened his first office in London. Deloitte is at this moment worldwide known as the brand under which dedicated professionals in independent firms collaborate to provide, audit, financial advisory, risk management, consulting, tax services and their latest added service, “As One”, to their clients. With this new service, Deloitte is targeting a new market segment where they aim to help managers to solve specific and timeless leadership challenges. XVIII

The firms within the Deloitte network are basically members of the Deloitte Touche Tohmatsu Limited (DTTL) which is listed as a UK private company limited by guarantee. Each member of the DTTL network provides one of the services mentioned above in a specific geographic area. Each DTTL network member activities are different in the way they are subject to the laws and regulations within the geographic area they operate. In addition, each DTTL member firm has a different structure in accordance to national laws, regulations, customary practice and other factors.

3.2.2 Product Portfolio

<table>
<thead>
<tr>
<th>Product</th>
<th>Product description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit</td>
<td>The global Network of Audit and Enterprise Risk Services professionals at the Deloitte member firms provide audit and advisory services to client, which helps businesses reach their objectives, improving business performance and managing risks.</td>
</tr>
<tr>
<td>Consulting</td>
<td>Consultants support organizations in planning, growing and structuring of their business. In addition, key issues regarding strategy, technology and change management are indentified.</td>
</tr>
<tr>
<td>Enterprise Risk Services</td>
<td>Enterprise Risk Services is taking a risk intelligent approach towards financial, technology and business risks. As a result, clients of Deloitte will be able to focus on areas of increased risk, manage risk across organizational boundaries and taking a intelligent risk approach which leads to value creation.</td>
</tr>
<tr>
<td>Financial Advisory</td>
<td>Deloitte helps firms by providing the broadest range of advisory services in the field of M&amp;A transactions, capital raising, forensic investigations and restructurings. Moreover, Deloitte also provides multi-situational capabilities including infrastructure advisory, valuation and business modelling.</td>
</tr>
<tr>
<td>Tax Services</td>
<td>Tax services are also provided for members of the DTTL Network. Deloitte main objective is to help the members excel globally by providing them with an approach that brings together insight and innovation from several disciplines within the business environment.</td>
</tr>
<tr>
<td>As One</td>
<td>As one is a recently introduced activity within the product portfolio of Deloitte. As One, is a leadership approach that gives leaders the advantage of successful rolling out business strategies and conducting large scale transformations within their company. These advantages are reached by providing analytic-based methodologies and business resources designed to empower leaders to reach a better working atmosphere within their company.</td>
</tr>
</tbody>
</table>

3.2.3 Social Media Strategy

Deloitte is one of the leading companies when it comes to social media marketing in the world. Regarding social media Deloitte develops a social marketing strategy for each geographical area, depending to the needs of their customers. Like Microsoft BizSpark, Deloitte is also partnering up with third parties when it comes to social media marketing. Within this section, the focus will firstly rely on an example of Deloitte social media partnering within the Benelux and afterwards 2010’s social media plan of Deloitte Australia will be discussed.

As mentioned before, Deloitte has an integrated social media strategy for each of the geographical markets. In addition, it’s clear that Deloitte is one of the leading companies within their sector when it comes to social media. Deloitte has a great vision that helps them understanding better than anyone else how important a clear social media strategy is for a brand like Deloitte. As seen before with Microsoft BizSpark, Deloitte is also partnering up with organizations specialized in social media marketing. As an example, Deloitte has partnered up with PRIMITVI, a social marketing bureau based in Haarlem, The Netherlands. Deloitte has given PRIMITVI full responsibility of improving the Deloitte brand within the Benelux. PRIMITVI is specialized in social marketing and after the selection process Deloitte chose PRIMITV as their preferred supplier of social media marketing within the Benelux. PRIMITVI is a full service social marketing bureau founded in early 2007.

PRIMITVI consists out of a core team and a network of 30 freelancers that all have their own specialties. Because of their extensive experience, PRIMITVI has the inside knowledge to meet requirements of specific projects which helps them to fully satisfy their customers. PRIMITVI has build up quite some experience in their first years by consulting social ventures, sustainable brands and non-profit organizations within the Benelux. It is their belief, that social marketing enables organizations to build and maintain longer term relationships. In conclusion, PRIMITVI uses a detailed approach for each client with a composed team of freelancers and team members which suit their client in the most effective way. The chart below shows the stages of the action plan used by PRIMIVI to meet their customers’ expectations.

* Chart IV: PRIMITVI Action Plan. Source: Content sourced from PRIMITVI website, retrieved on March 30 from: http://blog.primitivi.nl/about/

** Source: Social Media Strategie & Monitoring merk Deloitte, Author unknown, retrieved on March 30 from: http://blog.primitivi.nl/2010/11/601/
PRIMITVI executed an intensive social scan for the Deloitte brand in the Benelux. Within the gathered results, they also managed to identify the key influencers for Deloitte. Based on the results from the survey, Deloitte now has the knowledge available to react quickly to developments in the market. This means that Deloitte is a step in front of their competitors and has the opportunity to strengthen their brand even more within the Benelux area.

To analyze and understand the social media activities of Deloitte even more, there will be more focus on the 2010’s social media strategy plan for Deloitte Australia. It is a fact that Deloitte can be counted among today’s Social Media Rock Stars. This fact is strengthened even more by the results from the Deloitte Australia social marketing campaign.

Before Deloitte started to use social media, Deloitte developed a clear vision regarding the use of social media. Deloitte Australia started integrated social media from this decade as they identified the consumer shift towards accessing information and their increasing use of social media. Deloitte has developed a framework how to manage social media risk, monitor the channels and measure results. The so called “Deloitte Social Media Strategy” framework is nowadays being used throughout the whole Deloitte Touche Tohmatsu Limited group (See appendix V: Deloitte Social Media Strategy Framework)

Deloitte shares the following vision regarding social media marketing:

... about socialising in communities online – sometimes leading, sometimes connecting and sometimes following ... to be where people are and to participate in a way that speaks to them directly

When Deloitte Australia defined social media, they started by developing their objectives. It’s extremely important when it comes to marketing, to have clear objectives/goals, because otherwise there is no way of measuring performance. Deloitte Australia has set the following objectives for their social media strategy:

- Increasing brand awareness
- Engaging their staff to present “an authentic, user generated impression of Deloitte for perspective candidates and clients”
- Increase of revenues by promoting products online

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So why did Deloitte decide to use social media to improve their brand awareness in Australia instead of other channels? Deloitte Australia announced in their 2010’s Social Media Action Plan that they decided to use social media channels to obtain the following benefits:\textsuperscript{XXIII}:

- Disseminate information
- Collaborate in large numbers on a global scale
- Build stakeholder connectives
- Seek input, test ideas, gather feedback quickly
- Harness collective wisdom
- Bond, empathize, solve the riddle of existence

If we compare Deloitte Australia to Microsoft BizSpark, we can conclude that both companies apply the same social media channels. Nevertheless, there is one difference between both companies and that is that Deloitte Australia is also using Yammer as their in company communication channel. Yammer is similar to Twitter, except that Yammer is used within a company’s communication. Yammer is revolutionizing internal corporate communications by bringing together all of a company’s employees inside a private and secure enterprise social network. The advantages of Yammer are that the communication channel is for free, that it brings employees closer together by improving the working atmosphere and that no confidential information will be published online. Like Microsoft BizSpark, the Deloitte website is also referring to their social media channels and encouraging customers to subscribe to them (See appendix VI: Print screen Deloitte Website). In the chart below the social media channels of Deloitte Australia are summarized.

\begin{center}
\begin{tikzpicture}

\node (Main) {Deloitte Australia};

\node (Twitter) [below left of=Main] {Twitter \par http://twitter.com/#!/Green_Dot};
\node (Facebook) [below right of=Main] {Facebook \par http://www.facebook.com/DeloitteAustralia};
\node (LinkedIn) [below of=Main] {LinkedIn \par http://www.linkedin.com/company/deloitte-australia};
\node (Youtube) [below right of=Main] {Youtube \par http://www.youtube.com/user/DeloitteAustralia};

\end{tikzpicture}
\end{center}

So what where the tangible results flowing from the Deloitte Australia social marketing strategy? \(^{XXIV}\)

- Revenue driving new products developed from using the media
- Tangible business improvements resulting from collecting the knowledge of their customers and employees
- Engaging 4500 people in the process of building the correct marketing strategy
- Getting together the largest Yammer network in the world
- Managed to get a competitive advantage over their competitors

### 3.3 Conclusion

Now that the social media strategies of Deloitte and Microsoft BizSpark are clarified, there is the opportunity to compare both of them. When we look at the approach of both companies, it’s reasonable to say that Deloitte is a step further than Microsoft BizSpark regarding social media. Deloitte integrated social media within their business strategy, but Deloitte is making use of a detailed social media marketing plan which contains their objectives, target audience and performance. However, Microsoft BizSpark is also a big player when it comes to social media. Within their sector, they are still a leading organization as they are successful in social media marketing. Microsoft BizSpark is using their social media heavily from not only the selling perspective, but also from the communication perspective.

As it comes to monitoring social media channels and social media performance, Deloitte is also a step further then Microsoft BizSpark. Currently Microsoft BizSpark is still not using a framework that helps them to monitor results and manage their results properly. Nevertheless, their goal is to work towards fully integration of social media by conducting a detailed social marketing plan. As mentioned before, Deloitte has already developed an integrated framework.

When we consider the channels used by both organizations, we can conclude that channels like Twitter, Facebook, Youtube and LinkedIn are popular in today’s world. Both organizations make use of these channels which resulted in some great results. Aforementioned channels are not surprisingly also the most popular channels of social media. Facebook has at the moment more than 400 million active users, every minute 24 hours of video is uploaded to Youtube and 5-10 thousand twitter accounts are opened every day! \(^{XXV}\)

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Lastly, both companies decided to outsource their social media marketing in some cases to social marketing agencies or PR agencies. Mainly, the reason to outsource their activities in some cases is that they just don't have enough knowledge about specific markets. In this case, for both companies it’s more efficient to partner up with a social marketing agency. These organizations help them to reach their goals, by identifying the key influencers in the market and monitoring their social marketing activities in the specific market.
Chapter IV: Recommendations (The “Social Strategie Model”)

“Which social media channels are consistent with the organization E-Unlimited to promote their events, and which marketing strategy should be used to realize the implementation of social media within the organization?”

The problem definition will be answered based on the recommendations given in this chapter. Based on the findings from the analysis done in chapter II, the “Social Strategie Model” by Sjef Kerkhofs has stepped forward as the most consistent model for E-Unlimited to use for the implementation of social media. Through the elaboration of the Social Strategie Model, E-Unlimited will have a practically proposal which it can use to implement social media within the organization. The above mentioned Social Strategie Model answers the second part of the problem definition as the model describes the social marketing strategy which E-Unlimited should use. In addition, the elaboration of the model will answer the first part of the problem definition as it showcases the social media channels that E-Unlimited should use.

4.1 Internal Organization

Concerning the elaboration of the model, the organization should to be fully prepared before using social media. It’s extremely important that all employees in the organization support the use of social media and in addition that a strong basis is realized. “All noses have to be in the same direction.”

Within E-Unlimited there is big support for the integration of social media. E-Unlimited realizes that if they want to grow further as a business, more attention must be spent on marketing and in this case social media. This is strengthened by the fact, that recent studies by other trainees also showed that E-Unlimited should spend more dedication on marketing and specifically on social media. Additionally, this is also mentioned in the outcomes of the SWOT Analysis of E-Unlimited. As previously mentioned, the dilemma is that there is no marketing budget available. Therefore, E-Unlimited wants to explore social media as it is an easy way of reaching a large target group and is usually associated with low costs or no costs at all. Since E-Unlimited is operating from different departments I sat down with several colleagues from all executive departments to measure their interest in social media. From these conversations, I can conclude that the level of acceptance of social media is high at E-Unlimited.

To create a strong basis regarding social media, responsibilities need to be appointed to employees. Since E-Unlimited wants to promote their events, responsibilities need to be appointed within the three executive teams. From my point of view, the Life Science, Clean Technology and ICT Team should have one employee appointed that is responsible for social media coverage. In addition, all team members should have access to the social media accounts as they still have the opportunity to use them as well.
The person that keeps an overview of the social media accounts within each team is called a Community Manager. Sjef Kerkhofs gives the following definition of a Community Manager: A Community Manager manages the editorial activities for the blogs, community or networking accounts. A Community Manager can also be responsible for other activities like webcare. Later on in the plan, the function of a Community Manager will explained on a more detailed basis.

4.2 Problem Definition & Focus

Before moving on to the next step in the model, it’s essential to first consider the problem definition and focus for E-Unlimited. The Social Strategie Model discusses three questions that need to be answered before moving on to the next stage.

Which concern is observed? (Actual problem or concern?)

At the moment, E-Unlimited is facing a stagnating market for event funding. As E-unlimited, wants to hold on to their strong position in the market as a market leader and growth further, it’s necessary that more effort is being spent on marketing. E-Unlimited realizes that marketing is an essential tool in today’s business environment and as there is no budget available E-Unlimited is extremely interested in using social media as their marketing tool.

What is the cause of this situation/problem?

E-Unlimited’s investment forums are funded by governmental institutions which have to deal with cutbacks. For that reason, there is narrow negotiation space for E-Unlimited to gain higher payments as there is just less money available. Also an important cause is that E-Unlimited haven’t spend much attention on marketing activities in the last several of years. Lastly, there is less knowhow in the organization available regarding social media for the fact that E-Unlimited staff members have no experience with social media marketing.

What is the desirable situation?

The desirable situation is that E-Unlimited grows further as a business as they manage to promote their events and in relation attract more sponsors, hosts institutions and participants to their events. Finally, gaining a high return on investment related to their “future” social media marketing efforts is most desirable.

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4.3 Target Audience & Objectives

4.3.1 Target Audience

E-Unlimited basically wants to promote their events on a broad scale. To promote this service, it’s essential that the following target groups are being reached. Below you are able to find a prioritized list of target audiences that need to be reached:

Sponsors/ (Governmental) hosting institutions
Firstly, the sponsors and (governmental) hosting institutions need to be reached, because without reaching this group it’s impossible to set up events. It’s crucial to reach this target group, as they can provide more funding to the event. For example, these can be a ministry of economy of a country or regional structural funds.

Presenting Business
After the event gets through, it’s extremely important to confirm as many presenting businesses as soon as possible to the event. This is one of the key target groups for the fact that, without businesses presenting their product and/or research project there is networking event.

Investors
The target group of investors is as even important as attracting promising start-ups to the events. The registering of investors and presenting businesses usually go hand in hand. Some investors communicate on forehand their interest in the event; others prefer to wait until the final list of presenting businesses is made public.

Delegates
Lastly, there is the target group of delegates. Delegates are promising start-ups, employees or other interested people who pay to attend at one of the events. Delegates could be companies that for example didn’t make it through the pre-selection for the event and still wish to attend, but could also be companies that want to attend with multiple employees at the event.

4.3.2 Objectives

After considering several articles, books and other studies I came to the conclusion that the following objectives should be the starting point of the social media campaign of E-Unlimited.

Maximize Public Relations
One of the main targets for E-Unlimited should be to maximize public relations. The social media channels that E-Unlimited is going to use must improve communication between the target groups and E-Unlimited. Therefore, the target groups will get a closer relationship with the organization as they have to possibility to discuss, ask questions, etcetera. This objective is more related to the presenting businesses, investors and delegates target audience.
Branding
Another important objective for E-Unlimited is branding. Branding is one of the more general objectives, but is extremely important. E-Unlimited wants to promote her events in order to host bigger and more events by attracting, more sponsors, investors, presenting business and delegates. When E-Unlimited is able to improve their brand awareness more professionals will be interested in their service.

Maximize Customer Loyalty
As previously discussed in the five forces model of Porter, the customers power is a threat to E-Unlimited. The customer of today is far less loyal than it used to be. It’s easier for the customer to make several choices between price, quality and user experience. It’s necessary to maximize customer loyalty so E-Unlimited is able to build a strong long term relationship with her customers. This objective is more related to the sponsors and (governmental) institutions and presenting businesses.

Maximize Funding
This objective is more related to the target group of sponsors/ (governmental) hosting institutions. It should be an objective to target more sponsors and/or hosting institutions in order to attract more funding for events. In addition, if there is more funding available for one event or several events, this will be reflected on E-Unlimited’s turnover.

4.4 Online Behavior Target Audience
After looking at the aforementioned target groups, I concluded that almost all groups are approachable through social media. It is shown that in general, social media channels like Twitter, LinkedIn, Facebook and Youtube are most often used. In addition, the target audience of E-Unlimited is also active in blogging. It’s hard to format a separation within the target groups. However, this is the case if we take a look at the three sectors where E-Unlimited is specialized in. As mentioned on an earlier basis, each executive team will get one employee assigned who is responsible for keeping an overview regarding social media. Each sector should therefore focus on the target groups within their own sector. Below you will be able to find a brief analysis of the target audience behavior within the three sectors.

Sponsors/ (Governmental) hosting institutions
In terms of sponsors and hosting institutions, there is no difference noticed between the three sectors as these are often big and known institutions which are active in the field of social media.

Presenting Business
Regarding presenting businesses, there is a noticeable visible difference to the adaption of social media. Within the ICT and Clean Technology sector, the adoption of social media is reasonable higher than in the Life Science sector. These are also the more intensively users of social media. Experience has shown that within the Life Science sector it’s difficult to reach individuals through social media. Presenters from the Life Science sector are usually researchers who are often completely focusing on their research project and are only specialized in their product or research project. They don’t have hardly any interest in social media, marketing, sales etcetera.
Investors
Investors reasonably adopt social media as most venture capitals are also active in social media. There is no difference noticeable between the different sectors for the fact that most venture capitals are investing in different sector instead of specializing in one sector.

Delegates
In terms of delegates there are differences between the various sectors, just like the presenting businesses. When specialized in ICT and Clean Technology there can be concluded that most delegates are interested in social media and at least use one channel. In the area of Life Science this is a lot less.

4.5 Go or No-Go Decision
From my point of view, social media could resolve the problem that E-Unlimited is dealing with. E-Unlimited has clearly communicated that it wants to integrate social media within their marketing strategy, for the fact that there is no marketing budget available and social media goes together with low costs or no costs at all. Therefore the decision was made to continue integrating social media.

4.6 Strategic Framework
During this part of the model, the previously discussed elements are shortly summarized to avoid misunderstandings in the future.

Maximize Public Relations
The goal of maximizing public relations can be linked to the presenting business, investors and delegates target groups. To meet the needs of the target audience, E-Unlimited should maximize their public relations. In relation to maximizing public relations within the organization, customer satisfaction will increase as well. Withdrawn from the book by Sjef Kerkhofs, Social Marketing Strategie van experiment naar succes, the following social media formats will help to maximize public relations: the use of blogging, social networking and video sharing (e.g. Youtube).

Branding
Branding affects all target groups, namely sponsors, investors, presenting businesses and delegates. When E-Unlimited is able to strengthen its brand awareness and enhance it within the European market as well, they will strengthen their position in the market. This will result in the opportunity to enhance more sponsors, investors, presenting businesses and delegates to the events. Sjef Kerkhofs, indicates that the following social media formats contribute to branding: blogging, video sharing, social networking and commenting.XXVII

Maximize Customer Loyalty
Just like branding, maximizing customer loyalty can also be linked to all target audiences. However, this objective is more important to the target group of sponsors and/or hosting institutions compared to the others. From my point of view, creating customer loyalty is one of the key objectives to reach for

E-Unlimited. It has more influence on the real customers, who provide funding to E-Unlimited, namely the sponsors and/or (governmental) hosting institutions. When E-Unlimited is capable of creating high customer loyalty with the sponsors and/or hosting institutions, there is a chance that in the future higher or more often funding will be provided to E-Unlimited. Following Sjef Kerkhofs statements, the following social media channels should be considered to reach this target: Blogging, social networking and commenting through channels.\textsuperscript{XXVIII}

**Maximize Funding**

Maximizing funding is more related to the target group of sponsors/ (governmental) hosting institutions. It should be an objective to target more sponsors and/or hosting institutions in order to attract more funding for events. These movements will also affect E-Unlimited’s turnover on the long term. Following Sjef Kerkhofs, blogging, social networking and commenting through channels are the options that need to be considered to reach this objective.\textsuperscript{XXIX}

### 4.7 Integration of Marketing Strategy

In the Social Strategie Model, difference is being made between three subcategories of social media. These three subcategories, blogging, social networking and video sharing are also recognized within the *Social Marketing Strategie van experiment naar succes* book. After investigating these three categories, in consultation with E-Unlimited the decision was made to implement the following social media channels. All platforms should be integrated within the Life Science, Clean Technology and ICT Teams.

<table>
<thead>
<tr>
<th>Social Networks</th>
<th>Blogs</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>Twitter (Microblogging)</td>
<td>Youtube</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>TweetReach</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TweetSearch</td>
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</tbody>
</table>

#### 4.7.1 Social Networks

**Facebook**

Facebook provides a platform for organizations to quickly connect with other businesses, coworkers, employees and acquaintances in various network groups. Facebook promotes communication within various social networks via a customizable interface. It’s a great tool within the business environment for networking, locating business leads, as a platform to organize and track events, and as a medium to provide updates. This is reflected in the fact that Facebook has at the moment over 400 million active users. Facebook offers the opportunity for any organization to create a profile where they can share company knowledge, do marketing by posting marketing related messages and extend their network by attracting people to their profile. There is also an opportunity of setting up and promoting events.

\textsuperscript{XXVIII} Source: Sjef Kerkhofs, marucie Beerthuyzen, Jan Adriaanse & Martijn Planken (2011). *Social Marketing Strategie van experiment naar succes, second edition*, Tilburg: Pondres BV

\textsuperscript{XXIX} Source: Sjef Kerkhofs, marucie Beerthuyzen, Jan Adriaanse & Martijn Planken (2011). *Social Marketing Strategie van experiment naar succes, second edition*, Tilburg: Pondres BV
LinkedIn
LinkedIn describes itself as an online network of more than 24 million experienced professionals from around the world, covering 150 industries. LinkedIn can be used to maintain professional relationships, promoting of events and networking. Professionals in all industries use LinkedIn to establish and maintain relationships. There is the possibility of creating events within LinkedIn where professionals can subscribe to. This is an interesting option for E-Unlimited to consider as they can promote their events through the LinkedIn network.

4.7.2 (Micro) Blogging

Twitter
Twitter is a social medium that specifically focuses on enhancing communication. Users have the possibility to share short notices up to 140 characters. The business environment started to use twitter as a free marketing research service and of feedback on products and services. Twitter has been in the news recently due the magnificent growth the medium is experiencing as nowadays 5-10 thousand twitter accounts are opened every day\(^{XXX}\). At the moment, E-Unlimited has a Twitter account, but it hasn’t been actively used since November 2009.

4.7.3 Other

Youtube
Another platform that E-Unlimited should focus on is Youtube. Youtube is an online video sharing website that allows organization to upload videos on the internet. The platform is a great tool for organizations to upload marketing related, educational information. For the organization, it is a great way of uploading promotional movies which can be posted on several website to promote their events.

TweetReach
Another social media tool for E-Unlimited to consider is TweetReach. TweetReach is related to the Twitter accounts which E-Unlimited should create for each team. TweetReach is a social analytic tool that provides detailed information on the impact of your social media conversations. TweetReach helps an organization to measure how many accounts received your tweets, how far your message has traveled and who is influencing the conversation. Basically, TweetReach provides information about how many tweets are about a specific subject or tweet and who received the tweet. It is also a great tool for an organization to find followers as TweetReach also shows the people who are tweeting about the subject.

TweetSearch
TweetSearch shows several comparisons to TweetReach as the platform also shows the overview of tweets. With TweetSearch you are able to search for people who tweeted about a specific subject. It’s an easy way of finding people who are sharing the same interests. For an organization like E-Unlimited this tool is a great way of finding followers who might be interested participating in one of their events.

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4.8 Media Plan & Channel Selection

Now the final decision is made about the social media channels that E-Unlimited should integrate, it’s time to explain how E-Unlimited should use the channels. How should the channels be used so they can be fully exploited? Below, for each channel recommendations are discussed related to their specific implementation.

4.8.1 Social Networks

Facebook
Facebook provides the opportunity to create a personal business page. E-Unlimited should create a general business profile to share all non-confidential business information. Through this business page E-Unlimited has the possibility to share information, upload photos, create forums and promote events. Basically, it works that people cannot become members of the business page, but they have the possibility of “liking” the business page. This can be done by selecting the “like” button which is available on all business pages. It would be most preferable if the E-Unlimited business page will have as many “likes” as possible. Facebook is a great platform to share information about both events and organizational information, but also to attract potential clients by uploading photos. Additionally, there is the possibility of setting up events where people can indicate whether they are present, absent or may be present at the event. The Facebook page of E-Unlimited should be a general page where all different events are being promoted. Additionally, for each upcoming event E-Unlimited should create a Facebook event where all the information and marketing messages are being posted so people can subscribe to the event.

LinkedIn
LinkedIn offers the possibility to create events and promote them within the LinkedIn network. From my point of view, E-Unlimited should set up an event LinkedIn page for each event they organize. If an event is created on LinkedIn it will be visible for all professionals gathered within the LinkedIn network. Professionals will be able to post comments to the event, indicate if they are interested in the event and if they may or may not attend the event. E-Unlimited will have the opportunity of finding professionals through the network that are not familiar. Basically, this approach enables an easy way to attract new presenting businesses and investors to the event. For every event there is the possibility to upload a photo, a brief description of the event and the organizational contact information. In addition, there is also a possibility of starting a discussion as comments can be made to the event.

4.8.2 (Micro) Blogging

Twitter
Twitter offers the opportunity to share short notices up to 140 characters. From my point of view, each executive sector should have their own twitter account where they have the opportunity to promote their events globally. So for each of the Life Science, Clean Technology and ICT Teams there should be a general twitter account. For this account it’s necessary to attract as much followers as possible in the sector where they are operating in. Followers are people who have the possibility of reading your tweets. In addition, for each event E-Unlimited is organizing, a personal twitter account should be created.
Through this account E-Unlimited should only provide information about the specific events. These tweets might be of interest for presenting businesses, investors and delegates. E-Unlimited should post update tweets about the new registrations of presenting businesses, investors and delegates to attract more potential customers to the event. For example, if a new company registers E-Unlimited should post a tweet with a one line description of the company for the fact that investors might be interested in participating in the event as they are interested in some of the companies that are attending.

Additionally, they should attract followers to this account who are potential participants for attending the events. After an event is finished, E-Unlimited should attract the followers of the event twitter account to their general account so they keep updated of upcoming events which might be interesting for them to attend. To attract followers to the accounts, E-Unlimited should start following people whom the events might be of interest to. These organizations or people will get a notification that E-Unlimited is following them and they can decide if they follow the E-Unlimited account as well.

4.8.3 Other

Youtube

Youtube is a great platform for E-Unlimited to upload promotional movies. E-Unlimited has been using Youtube in the past, but nowadays the account is hardly being used. For example, E-Unlimited was using the account to upload movies related to the Ecolink project which is an European Commission project. From my point of view, E-Unlimited should make twice a year a promotion movie for each executive sector. These promotion videos should be linked to their event websites and also to their Twitter and general Facebook accounts. It would be most preferable if the video showcases several events so potential clients get a clear view of the service that E-Unlimited is offering and how an investment forums looks like. In addition, before uploading the movies E-Unlimited should check with the participants in the video if they agree that the video is being uploaded. This has to be done, to make sure that everybody who is visible in the video agrees that their (confidential) information is being uploaded to Youtube.

TweetReach

TweetReach doesn’t need to be implemented. Tweetreach is an supporting tool that helps to increase the amount of followers in the twitter accounts of E-Unlimited. Tweetreach helps organizations to measure how far their tweets have travelled, who received them and who is influencing the conversation. E-Unlimited should use Tweetreach as a tool of finding people that share the same interest for an event or sector and then attract them to the specific twitter account. By using Tweetreach E-Unlimited has the possibility of finding tweets and people by searching through several keywords. Tweetreach searches for people and tweets that have tweeted about these subjects. For example, if E-Unlimited is hosting an event in an area that is not familiar for them the usage of Tweetreach will help them to find people that were tweeting about the same subject. From there on, they can attract this people to their twitter account by following them. Therefore, E-Unlimited could get in contact with potential participants for the event and in addition they could search for other participants to those accounts.
TweetSearch
Tweetsearch shows several comparisons to Tweetreach as the platform also helps organizations of finding tweets related to several keywords. The main difference between the tools is that by using Tweetsearch you have the possibility of narrowing your research. You can choose to search for keywords, whole sentences, but also for tweets that where send by a specific person. E-Unlimited should also use Tweetsearch to find people that might have interest in events that E-Unlimited is hosting. E-Unlimited should follow these people, so for there on these people can decide to follow the specific E-Unlimited account. This can be an event twitter account, but also one of the general sector twitter account.

4.8.4 Related Recommendations

Now the social media channels and the way to use them for E-Unlimited are explained, it’s interesting to look how to promote these accounts as E-Unlimited is no active user in social media. As mentioned before, for every event E-Unlimited is setting up an event website through the www.e-unlimited.com website. Each event webpage has its own overview page. From my point of view, E-Unlimited should insert links to their social media accounts on this overview page. So this would mean that for every event, a Facebook, LinkedIn, Twitter and Youtube button is created which is linked to the accounts. If participants are active in social media they will have the opportunity to subscribe to these accounts. E-Unlimited already started to use these buttons for the Food and Health Partnering Forum event which they are hosting in Oslo. (Appendix VII: Print screen Food and Health Partnering Forum event website)

Lastly, a great way for E-Unlimited to promote their social media activities is creating links to the social media accounts in the employee’s signature. From my point of view, every team member signature should include a link to the general E-Unlimited Facebook business page and to the specific twitter account of the sector where they are working in. This is a great way to promote their social media activities for the fact that everybody who is in an e-mail conversation with an E-Unlimited staff member can subscribe to these accounts.

4.9 Project Management

Now that the final social media channels have been chosen there are two possibilities for the organization. E-Unlimited can decide to outsource their social media activities to a third party or build a strong structured basis within the organization to manage their activities internally. Based on the findings on the World Class Social Media Examples in the Business Environment in chapter II, we can conclude that big organizations such as Deloitte and Microsoft BizSpark preferred to outsource their social media activities. These organizations made the decision to outsource for the fact that they decided to penetrate new markets as they didn’t have the in company knowledge to operate within the markets. In addition, Deloitte and Microsoft BizSpark are also much larger organizations in comparison to E-Unlimited and therefore they can afford to put a marketing budget on the side. E-Unlimited however, has been on the European market since the founding of the organization and managed to obtain a stable market position. Additionally, it is a fact that outsourcing goes together with high efforts and costs. For these reasons, outsourcing is not an option worthwhile considering as E-Unlimited does not have a marketing budget available.
Now the decision is made to manage social media marketing internally, it’s extremely important to create a team and environment where the earlier discussed social media channels are fully utilized. As we know, E-Unlimited is operating from three different executive departments. From my point of view, the best way to manage social media is to appoint a community manager in each team, who has the end responsibility of the social media activities. The community manager keeps an overview over the activities, tries to stimulate the use of social media within the organization and is in charge of the accounts. The other team players should also have the possibility to make use of the accounts, but as E-Unlimited is a relatively small business the prediction is that in the beginning the community managers will be most active in social media. From this point, I will show an overview of the team mapping in the form of a short organizational chart.

**Team Mapping: Life Science, Clean Technology and ICT Teams**

The above chart showcases the organization overview of each team. There are only three functions mentioned as at the moment the executive teams exist out of three team members each. Usually, E-Unlimited works with interns which make the team complete. In the future, it could be an option for E-Unlimited to work with interns who are specialized and show special interest in social media activities. Nowadays, interest in social media is skyrocketing and this is reflected in the fact that courses and workshops are given that are dedicated to social media marketing. In conclusion, in the future it could be an option worthwhile considering for E-Unlimited as internships are associated with lower costs, but they will still have the opportunity to expand their in company social media knowledge.

Another element to take into account in the field of project management is process optimization. Of course the process is partly optimized by appointing community managers, but from my point of view E-Unlimited should also look into systems that are available to manage several channels at the same time. These platforms make it very easy for an organization to distribute information through several channels with just one click on the button. The related advantages are that the community manager keeps an overview of the channels that are used, the information that is distributed and on the incoming and outgoing traffic of the channels.
Below, I will discuss two platforms that E-Unlimited could use to simplify their social media activities. From my point of view, both systems are qualified as they are recommended by experts in the field and for that reason the Postling and Hootsuite platforms are worthwhile considering. Both systems show comparison as you have to link all your accounts to the system first and from there on you can start on distributing information.

**Postling**
The Postling monitoring system will help E-Unlimited to manage different social media channels at once. With one click on the button, E-unlimited will be able to place one message on several social media channels at once. Another advantage is that there is not only out coming traffic, but it’s also easy to get a clear overview of incoming traffic. It is possible to find your posted messages on diverse channels and the retweets, comments and related message postings. In addition, Postling also provide organizations with a statistics overview regarding their social media activities. Postling offers a free starter account which allows the organization to create one account per social network and do monitoring afterwards. *(See appendix VIII: Managing several social media channels)*

**Hootsuite**
Hootsuite is a social media management solution that allows organizations to link up multiple social media channels, where they can distribute the information from the same interface to their community. Hootsuite provides basic reports on the company, brand or service and provides the opportunity to communicate through Facebook, Twitter, LinkedIn, etcetera. Lastly, Hootsuite is also providing a statistics overview like Postling. The free starter account from Hootsuite allows the organization to manage five social media accounts and in addition social media analytics for free. *(See appendix VIII: Managing several social media channels)*

### 4.10 Activation & Return on Investment

Lastly, it’s very important to monitor and measure social media activities. When an organization such as E-Unlimited is able to measure its activities, they will be able to improve their activities. To monitor social media activities various indicators are taken into account. Research has shown that the main indicator for measuring results is the range of the activities. The key indicators that are usually being watched are:

- Range
- Followers/members
- Visitors
- Returning Visitors
- Time active
- Number of page views
Measuring the abovementioned indicators can be done by using the earlier discussed Postling and Hootsuite platforms. Both platforms offer the opportunity to tracking your results as they give a statistics overview where most above mentioned indicators are mentioned. Both of the models shows information related to the range of the social media activities, followers/members and the number of page views.

Lastly, E-Unlimited should consider using the free Google Analytics platform. Google Analytics collects website statistics and displays results in various graphs. The tool also gives insight in the number of page views, visitor’s flows and traffic sources. The only drawback is that no options of tracking social media activities are integrated. As previously mentioned, E-Unlimited is also using event websites. With the platform it is possible to display statistics of all links and buttons that are visible on the website as it shows the amount of times that the links or buttons have been used. As E-Unlimited should insert buttons to their social media channels on the overview pages of these websites, it’s possible for them to gain statistics on how many people opened the social media buttons. In addition, there is also the possibility of tracking visitors who opened the buttons. For this reason, E-Unlimited will gain a more detailed overview of their website visitors. To summarize, Google Analytics will provide E-Unlimited with information about the last three indicators, namely the visitors, returning visitors and time being active indicators. Additionally, the following points are integrated within Google analytics:

- Viewing reports. The first screen you will see when you log in on to a Google analytics account will be the dashboard. The dashboard is the overview of the performance of your website. You are able to change the graphs and information provided on your dashboard. The different types of sources can be chosen from the subheading “view reports”.
- With Google analytics E-Unlimited is able to see the profile of the visitors on their websites. Google analytics provides information on where the visitors are geographical located when visiting the site and how many times they have been visiting the website (frequency).
- Another option to consider is to use the tab “traffic sources”. This tab includes information about which link was used to visit the website and which computers where being used by the visitors.
- Last but not least, with using Google analytics all the information is being saved and is simply to get back to. E-Unlimited has the opportunity by using the program to easily set up reports, graphs, tables and processing them quickly. In addition, it is possible to e-mail the websites outcomes straight from the analytics account to colleagues. One of the main advantages of using a Google analytics account will be for E-Unlimited that every colleague will be up to date about their events and moreover they have the opportunity to estimate the popularity of their events.
Appendices
## Appendix I: SWOT Analysis Europe Unlimited S.A.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
</table>
| - Extensive database of Entrepreneurs, Researchers and investors  
- Close relationships with nearly every major Venture Capital and Business Angel Association within Europe  
- Extensive in company knowledge, due experienced Business Development Team and International Staff  
- Long lasting relationship with the European Comission and parntnerhsip with innovation fostering entities  
- International staff with outstanding various linguistic skills and experience in networking with investors and SMEs within Europe | - Lack of marketing and PR activities. Outside PR sources are used nowadays although it would be interesting to look into implementing social media as Europe Unlimited’s new marketing activity. Social media would provide an easily useable free source of publicity  
- High staff turnover. The average staff member stays approximately 3-4 years. For example, at this moment Europe Unlimited has three vacancies, as two staff members are leaving in short notice  
- No research done to measure success of events, networking or cooperation  
- The online community service is still not completed as its still in the Beta form |

### SWOT Analysis

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
</table>
| - More focusing on completing the online community. At the moment, the community is still in the Beta form and has several bugs. After the completion of the online community, Europe Unlimited will have the chance of expanding their business  
- Use of social media as a marketing tool. Using social media as a marketing tool, means that the organization has the opportunity to promote their activities for free on a large scale network. One of the benefits will be, that they get more visibility in the market that will bring them potential investors, researchers and SMEs.  
- Define tool to measure success rate of services | - Declining market for Venture Capital due to the recent credit crisis to owner profitability margins of venture events due to declining sponsorhip  
- Failure to gain the highest possible advantages from existing contacts  
- Viewing development agencies and sponsors as the main clients might lead to a strategy that damages the relationship with investors and SMEs |
# Appendix II: Evaluation: “The Simple Ranking Technique”

## Decision Problem:

Which Social Media Strategy Model should E-Unlimited use for the implementation of their social media activities?

<table>
<thead>
<tr>
<th>List Alternatives</th>
<th>List Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of detail</td>
<td>Interim analysis (possibility of backing out on time)</td>
</tr>
<tr>
<td>Weight: 0.4 + 0.2 + 0.2 + 0.2 = 1 (100%)</td>
<td>0.40</td>
</tr>
<tr>
<td>Alt 1 – The “Social Strategie Model”</td>
<td>75</td>
</tr>
<tr>
<td>Score</td>
<td>Action</td>
</tr>
<tr>
<td>64</td>
<td>Use</td>
</tr>
<tr>
<td>Alt 2 – “Social Media Strategie Framework”</td>
<td>60</td>
</tr>
<tr>
<td>59</td>
<td>Eliminate</td>
</tr>
</tbody>
</table>
* The Simple Ranking Technique Guideline:

Based on the scores of the Simple Ranking Technique, E-Unlimited should use the “Social Strategie Model” from Sjef Kerkhofs as a guideline for their social media implementation. Both alternatives were graded on the following criteria: level of detail, interim analysis (possibility of backing out on time), the level of guidance during the phases and the maturity level of the model (is the model often used in the past or recently conducted?). Of course, not all the criteria are even important and for this reason each criteria has been given their own weight (in %). From my point of view, the most important criterion is the level of detail as the implementation of a social media strategy is new for E-Unlimited. The other three criteria have been ranked with a weight of 0.20 (20 %). After grading both alternatives on a scale of 0 – 100 points, their final score has been conducted. Considering the scores of both alternatives, there is a chance of choosing between using, eliminating or modifying the alternatives. As there are only two alternatives in this situation, only the options using or eliminating are available.
Appendix III: Print screen Microsoft BizSpark Website

* In the print screen below, you will be able to find the homepage of Microsoft BizSpark where they refer to their social media channels on the top right hand side of the webpage.
Appendix IV: Minutes Telephone conversation with Bindi Karia (Microsoft BizSpark)

* Through E-Unlimited I managed to get in contact with Bindi Karia the VC/Emerging Business Leader for Microsoft BizSpark U.K. Bindi Karia is also responsible for the marketing of Microsoft BizSpark in the U.K. Below you are able to find the minutes of the conversation.

- Bindi Karia clarifies that Microsoft develops different social media strategies for each subsidiary. So has Microsoft BizSpark also global accounts, but there are also social media accounts registered for the Microsoft BizSpark U.K. account. Bindi Karia is responsible for monitoring these accounts.

- Microsoft BizSpark U.K. is using social media intensively as a marketing tool. Mrs. Karia points out that in the first stage of events they use their channels (Twitter, Facebook, Youtube, LinkedIn) from the selling perspective. Their objective is to attract potential clients to their events and their database. In later stages, the channels are more and more used as communication channels as they put more detailed information in.

- Microsoft BizSpark U.K. is at this moment not using a framework to monitor and measure their social media channels. Bindi Karia is almost sure that the overall Microsoft BizSpark account is being monitored and measured. Because of this Bindi Karia, will get me in contact with the social media marketing team.

- Microsoft BizSpark U.K. doesn't have a social media marketing plan, but Mrs. Karia will try to provide me with the social media marketing plan (if available) of the overall Microsoft BizSpark account.

- Agreed to deliver a copy of the thesis to Microsoft BizSpark U.K.
Appendix V: Deloitte Social Media Strategy Framework

*In the print screen below, you will be able to find the Social Media Strategy Framework developed by Deloitte.*
Appendix VI: Print screen Deloitte Website

* In the print screen below, you will be able to find the homepage of Deloitte where they refer to their social media channels on the right side of the website.
Appendix VII: Print screen Food and Health Partnering Forum event website

*In the print screens below you will be able to find the overview page of the Food and Health Partnering Forum Oslo where the social media buttons are integrated.*
Appendix VIII: Managing several social media channels

* In the print screens below, you will be able to find the overview pages of the Postling and Hootsuite social media managing systems.

Postling

* www.postling.com

* As you can see in the print screen above, Postling provides the opportunity to link with a lot of social media accounts. When using Postling, you have the opportunity to register one account for each social media platform that is given above. Postling suits the organization as the final chosen channels for E-Unlimited, namely Facebook, Twitter, LinkedIn and Youtube are mentioned in the list. In addition, Postling is also offering the opportunity to measure results by tracking reputation.
Hootsuite

* [www.hootsuite.com](http://www.hootsuite.com)

* The print screen above shows the dashboard page of the Hootsuite managing system. This example shows the E-Unlimited Food and Health Partnering Forum Twitter account. As you are able to see not only the home feeds are mentioned, but also the @mentions, direct messages and pending tweets. On the left side of the dashboard, you have the opportunity to switch to the statistics overview as well. Here specific stats about the social media channels are given. Additionally, Hootsuite allows you to register up to five social media accounts which are consistent with the channels that E-Unlimited will be using.