THE MARKETING POWER THROUGH
SOCIAL MEDIA

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Abstract

This research project has been conducted on the research problem of the future of the marketing field through social media, as new channel of communication and new marketing tool.

In the new context of low trust from consumers to companies due particularly to the crisis economic and the rise of word of mouth between consumers on social media, we wanted to highlight, as research question, who has power in marketing through social media, consumer or company?

In fact, the generation of the new millennium are no more loyal, they zap quickly between information, for example between the disaster of Fukushima in Japan, then the wedding of Prince William and Kate’s and, the scandal of Dominique Strauss Kahn.

Moreover they organized their life depending on communities and especially through the creation of particular event, as watching the same program on TV or reading the same news paper.

This research project has been conducted in order to help companies to understand social media and word-of-mouth’s implication in their strategy.

For answered this research question, we have collected first, the secondary data from up-to-date sources in order to have a first approach of the subject.

Then, we have determined objectives and methodology in order to structure our research.

After, we have collected primary data from questionnaires and interviews to find new results and so answer to our objectives and research question.

Finally, after having analyzed results, we have made our conclusions on this subject and give recommendations about it.

From this research what we can learn is that advices from fellow’s consumers, is a first source of information for consumers in order to buy product.
Company websites and social media is used as second source of information for consumers in order to buy known products, and it is used by companies to reach specific target and to conduct customer relationship management.

Consumer’s trust in social media, in order to look at purchase information through consumer review is beginning to settle.

But consumer’s trust in company through social media is not again acquired.

As consumer trust more fellow’s consumer than company, that they can easily express their opinions on social media and that, they share more negative information than positive, consumer has a huge power through social media to influence other consumer’s opinion.

But as company can have freely access to social media, it can also control it.

Findings and recommendations of this research project are really important for the future development of companies in order to they continue to thrive.
1. INTRODUCTION

This research project is about finding out what will be the future of the marketing field through social media.

In fact, consumer lost trust in company, they listen less their marketing messages and contrary, trust a lot more consumer peer, use many more social media and share massively between them.

So, through this research, we wanted to know the level of consumer trust in company, today, as well as the level of consumer trust in social media as a source of information. And also, we wanted to find out if traditional media will continue to have influence on consumer in the future, and how company will deal with social media.

Some research about marketing through social media has been conducted since 2008, but there are not built on the same angle that our research project. Moreover, findings about this subject evolve from day to day due to the novelty of this topic.

For example, Jerry R. Wilson in “word-of-mouth marketing” wrote in 1994, how control and deal with the word-of-mouth (in general, not in social media); Duncan Brown and Nick Hayes in “Influencer marketing” wrote in 2008, who really influences customers; Erik Qualman in “Socialnomics” wrote in 2009, how social media transforms the way we live and do business; and Joseph Jaffe in “Flip the funnel” wrote in 2010, how to use existing customers to gain new ones.

At the beginning of the research project, after have reading these four books which accompanying us all along the research, we were really interested to conduct a research about one of these four topics and especially “Influencer marketing”. But instead of confirm or infirm an existing theory, we wanted to highlight a new ones, more up-to-date.

So, we have decided to underline three different themes as traditional media and social media role, the degree of consumer trust in consumer peer, company and social media, and the new thinking in marketing with the rise of word-of-mouth and the attitude of consumer towards the presence of company on social media.
Indeed, finding answers from these three themes will help us to answer our main question: who has power in marketing through social media?

So, in order to conduct the research, we will define in the first part called, literature review: the main concepts of this research, the new attitude of company face to the rise of social media, the influence of the consumer’s behaviour on social media and the new theoretical model in marketing on social media in order to have an overview of this subject.

After having understood the broad outline of this research in the literature review, we will define the objectives and methodology of this subject.

In this part, we will define research problem as the marketing though social media. Research question such as “who has power in marketing though social media?” Research objectives as the three themes enunciate just before.

And research methodology, as deductive and inductive approach, exploratory and descriptive purpose and survey strategy with qualitative and quantitative methods in order to conduct consumer’s questionnaires and company’s interviews.

Following the methodology, we will describe our sample in the data analysis part and then, analyze the main results of our new findings.

As conclusion and recommendations part, we will see the main conclusion of the research project, the answers to the objectives and research question, and the explanation of our recommendations in link with our results.
2. LITERATURE REVIEW

2.1 Introduction

In order to understand the marketing through social media, we will define in a first part: the main concepts of this research as marketing, consumer’s behaviour and social media. In a second part, we will describe the new behaviour of company to understand their reaction face to the rise of social media. Following that, in a third part, we will describe and analyze the behaviour and influence of consumer on social media. And finally, we will underline the new model which has been created for the marketing field through social media.

2.2 Definitions of the main concepts

Philip Kotler and al. (2009, p4 and 26)\(^1\) defined the marketing as “a social and managerial process whereby individuals and groups obtain what they need and want through creating and exchanging products and value with others”. So, the first thing to do is to understand the consumer behaviour and his process of making decisions.

The consumer behaviour is “the totally of consumer’s decisions with respect to the acquisition, consumption, and disposition of goods, services, time, and ideas by (human) decision making units”(Jacob Jacoby, 1976, cited in Hoyer, W.D. and MacInnis, D.J., 2010, p4)\(^2\).

The consumer process of making decisions is driven and influenced by 4 different related factors: internal consumer process, cultural environment, process of making decisions and behaviour outcomes (Hoyer, W.D and MacInnis, D.J., 2010, p13-18)\(^3\).

As underline on the figure in the next page, the most important influence which appearing at the beginning and at the end of the consumer’s decision, comes from social relations. This shows that the consumer is influenced by his network of contacts as well as he can have influence on them (Hoyer, W.D. and MacInnis, D.J., 2007, p5 and p 416-417)\(^4\).

Moreover, as explain Jaffe, the rise of internet these recent years has enlarged this influence because through social media it’s easy to share ideas with other consumers (Jaffe, J., 2010, p3-10)\(^5\).
We can define social media as “the term commonly given to Internet and mobile-based channels and tools that allow users to interact with each other and share opinions and content […] Social media involves the building of communities or networks and encouraging participation and engagement” (CIPR social media panel, 2011, p4).vi

Figure 2.2.1: The model of consumer behaviour (Hoyer, W.D. and MacInnis, D.J., 2007, p12)vii
2.3 New behaviour of company

Until crisis, marketers have been more focus on reaching the more prospects as possible, but consumers no longer listening company messages because of there are too many and furthermore similar.

So, consumer confidence in business and media became really down contrary to their confidence in fellow’s consumer advices. (Appendix 1 and 2)

Moreover the rise of word of mouth is really overwhelmingly through social media and consumer advices help consumer to take purchase decision. (Appendix 3)

So, companies have to reinstate confidence and to consider consumer as the center of their businesses. (Appendix 4 and 5)

Due to this new trend, organization has been driven to turn down their budget of communication on traditional media and turn up their budget on Internet, as you see on the two figures below (Jaffe, J., 2010, p28).viii

Figure 2.3.1; Evolution of European advertising expenditure

(ZenithOptimedia, 2011)ix

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**Figure 2.3.1**:

**Share of Advertising Expenditure, Central and Eastern Europe, 1997, 2004 and 2011**

- **1997**: 21.9% (Newspapers), 48.0% (Magazines), 15.6% (Radio), 6.1% (Cinema), 6.2% (Outdoor), 6.2% (Internet)
- **2004**: 15.4% (Newspapers), 52.5% (Magazines), 15.2% (Radio), 6.0% (Cinema), 6.0% (Outdoor), 4.1% (Internet)
- **2011**: 13.8% (Newspapers), 46.1% (Magazines), 10.6% (Radio), 4.1% (Cinema), 4.1% (Outdoor), 4.2% (Internet)

*Source: ZenithOptimedia*
On this last figure and the following, the important point to rise is the constant evolution of the budget allocated to internet.

In fact, IClick Media (2011) announces that “Brand Marketers” will invest in first on their own website and then in social media network, particularly on Facebook.

IClick Media adds also that “80% of marketers want to increase their online exposure this year”.

And “more importantly, 43% of marketing personnel wants to decrease their investment in traditional media such as TV, Radio...” (ibid)

Figure 2.3.2: Advertising expenditure in Europe 2009-2011

(ZenithOptimedia, 2011, p13)\textsuperscript{xi}

In fact, traditional media allows brand to keep the name circulating (Pam Lontos and Maurice Ramirez, 2009)\textsuperscript{xii} whereas internet and social media “provide marketers interactive communication environments with opportunities to enhance existing relationships with consumers.” (Chung, Christina and Kristine Austria, 2010)\textsuperscript{xiii} (Appendix 6, 7, 8 and 9)
For example, Starbuck (Harveywallbanger)$^{xiv}$ recognizes and rewards loyal customers with card and promotions and created the website “mystarbucksidea”$^{xv}$, a community, where customers can exchanged and discussed about starbuck’s beverage and create their own ones (Starbucks corporation, 2011)$^{xvi}$.

They explain that by spending more for customers, they saving more thanks to the network and the influence of it.

So, organizations have to understand their existing customers and to give them the ability to talk, share, spread, engage and converse together (Jaffe, J., 2010, p27-35)$^{xvii}$.

### 2.4 Consumers power through Social Media

In this section, we will underline how consumers trust and influence on Social Media. (Appendix 2)

To assess and understand the impact of the different kind of consumer’s recommendations, Mackinsey created the “word of mouth equity”. It is the average sales impact of a brand message multiplied by the number of word-of-mouth message.

**Figure 2.4.1: Effect of word-of-mouth on company brand**

(McKinsey&Company, 2010, p5)$^{xviii}$
This tool confirms that “it matters whose mouth the words come from” and that messages delivered by trusted friends who speak about their own experience are the most influential (Brown, D. and Hayes, N., 2008, p139-146).

Indeed, word of mouth through customer experience is the most influential factor to take in consideration. It’s the key that gives consumers huge authority and power, because their opinions are more credible and listening to other consumers and organizations (Brown, D. and Hayes, N., 2008, p179-180).

Figure 2.4.2: Trust in Social Media (Onprenduncafé, 2010)

The point raised by the last figure and by the tools of Mackinsey is that the level of trust is higher with people that a consumer knows (Onprenduncafé, 2010).

For example, E-bay and Amazon are really influential on the purchase decision, because consumers can see reviews from other consumers, and take decisions less risky.

But, LinkedIn or Facebook, are more influential, because advices and comments come from people that they know.
Moreover through social networks, consumer organized events or actions in order to do together the same activities as watching TV or watching the same funny advertisement... There is a lot of consumer’s community, where consumers can grow.

In social media, it’s difficult to have confidence when you don’t know people and even more if they are anonymous because consumer needs to transparency and honesty.

For instance, blog or wiki aren’t sure because those can be writing by a lot of different people, not known, without knowledge or authority to provide good information (Brown, D. and Hayes, N., 2008, p164-174).

It’s why paying influencer or someone to say good comment from organizations is less influent. In fact, consumers fed up to listen corrupted messages and it’s also for this reason that, print media journalist and industry analyst are less listed today (Brown, D. and Hayes, N., 2008, p34).

2.5 The company influence through Social media

To complete and understand our research, we will explain the influence that company has already adopted or will adopt to get influence to consumer.

The “AIDA Model” (Awareness, Interest, Desire and Action) from Elmo Lewis in 1898, was a model destined to help salespeople to understand the consumer purchase decision and have influence on them (Provenmodels, 2011). But, with the evolution of the consumer behaviour, this model is obsolete.

So, Jaffe, J. (2010, p57-79) suggest his own model called ADIAS (Acknowledgement, Dialogue, Incentivization, Activation, Self Sustainability) in order”to show customers that they are part of a process, that their business and patronage is important, and that the company in question is committed to nurturing a long-term relationship that will hopefully enjoy the fruits of repeat business” (Jaffe, J., 2010, p63).

This model is defined as:
A - “Acknowledgment”: to affirm the importance of the consumer in congratulating him to it purchase; (Appendix 10)

D - “Dialogue”: to multiply channels of communication in order to make easy the long-term relation between consumer and company (listening, learning and sharing); (Appendix 11)

I - “Incentivization”: to recognize and reward customers in order to satisfy and incentivize them to repeat their purchases (money, bartering product, added value with service, exclusive information, make your customer partners, free shipping, win points...); (Appendix 12)

A - “Activation and Satisfaction”: to connect customer together in term of loyalty, patronage and purchase behaviour; (Appendix 13 and 14)

S - “Self sustainability”, to satisfy customers and be innovative to keep them.

Figure 2.5.1: AIDAS Model (Jaffe J., 2010, p122) xxviii
2.6 Conclusion

In the first part, definitions have allowed us to understand the crucial importance of consumer for the company and his influent power with Social Media.

In the second part, we underlined that consumer trust more in consumer peer than in company and that social media enhance an influent word of mouth between them.

Face to that, company dropped communication budget on traditional media and have rise on internet. They used website and are also present on social media.

As consumer lost confidence in companies, they have to focus on existing customers as centre of their businesses and give them the ability to talk, share and spread in order to have feedbacks and can answer them.

In the third part, we have highlighted that consumers are more listening their network than unknown consumer.

In fact, customers experience is the most influent source of information for them. They use more advices from consumer’s peer to buy new product and continue to use traditional media for known product. As consumer fed up listening corrupted messages, companies which pay influencer take risks.

In the fourth part, the new model “AIDIAS” consists to acknowledge customer, dialogue with them, incentivize them, connect consumers together with brand and be innovative for keeping them.

To conclude, companies need to reestablish confidence of all their customers to continue to have an influence through them.

The solution for organizations will be to act on their relations with customers (Jaffe, J., 2010, p27) in order to equip them to spread positive messages (McKinsey&Company, 2010, p8).

Today, Social Media brings a lot of information to company and marketers can understand and target consumer with a better and effective way than before (Rajdash, 2010).
3. **OBJECTIVES AND METHODOLOGY**

3.1 **Introduction**

Having studied the broad outline of the research on the power in marketing through social media in the literature review, this part will define objectives and methodology of this subject.

We will define Research Problem, Research Question, Research Objectives and Research Methodology in order to explain what the project aims to achieve and which methods we used to complete the project and reach its objectives.

3.2 **Research Problem**

Research problem states the need for the research as the identification of a problem in the field of the study.

Following economic crisis, consumer has more trust in fellow consumer than company. Social media contribute to extend word-of-mouth which implies to increase consumer power.

Its why, this situation is becoming a huge problem for company, because they lost the trust of their customers and moreover the control and the influence to them.

Today, organization’s communications have less impact on consumers than communication between consumers, and it’s dangerous because this information can be erroneous or misunderstanding.

So, today, it becomes urgent and necessary to study and to identify how will evolve the marketing through social media, in order to reassure image and values of companies to consumers.

Really, Marketers have to understand the effect and the power of word of mouth of consumer through social media in order to deal with that and keep influence on them.
3.3 Research Question

This research project will be guided by one central question in order to provide answer to a hitherto unanswered question that is, “who has the power in marketing though social media?”

Indeed, some studies related to this topic have already been conducted such as “how is vehicled the word of mouth” or “how consumer use social network through the most popular website, which is Facebook” but no one’s answer to this question.

As discussed in the research problem, consumer begins to have a huge impact on consumer and company that continue to evolve day to day through social media.

So through this main question, we want to know if it is possible for company to deal with this problem or if consumer will continue to have a superior power and influence.

3.4 Research Objectives

In order to answer the research question, research objectives express what we need to prove to answer to the principal question. With respect to the chosen topic of the ‘Marketing power through Social Media”, we chose 7 objectives, which are:

1) To underline if traditional advertising continue to be influent in spite of the rise of social media;

2) To demonstrate that consumers has more confidence in their peer than in company.

3) To determine if consumers trust in social media and advice of unknown consumer.

4) To highlight that consumer needs to research information on different sources of information before takes a purchase decision.

5) To identify if consumers speak more about positive or negative word-of-mouth.

6) To determine if companies understand social media and word-of-mouth and if they have changed their strategy.

7) To find out strategy and tools that company can apply to deal with consumer through social media.
3.5 Research Methodology

- **Research Approach**

According to Saunders and al. (2009, p124-129) there exist two types of research approach, deductive and inductive.

Deductive approach is to develop a theory and hypothesis in order to test the hypothesis in order to confirm or infirm existing theory.

And inductive approach is to develop a theory from the collection of data about new situation.

From our research, we found contents relatively new in books, articles, videos or surveys. But as this topic has just begun to evolve recently, we need to collect data in order to answer our research question.

For these reason we will choose to combine research approaches. Saunders and al. (2009, p127) said that “not only is it perfectly possible to combine deduction and induction within the same piece of research, but also in our experience it is often advantageous to do so.”

Indeed, induction will allow us to explore the meanings of unknown events in order to understand why this new situation is happening and how company can deal with it. And deduction will help us to confirm our findings from the literature review.

- **Research Purpose**

There are three different types of research purpose for a research project as exploratory, descriptive and explanatory.

According to Saunders and al. (2009, p138-140), an exploratory study is to find out “what is happening; to seek new insights; to ask questions and to assess phenomena in a new light.”

A descriptive study is “to portray an accurate profile of persons, events or situations.”

And an explanatory study is to study “a situation or a problem in order to explain the relationship between variables”.


We will choose as a purpose of our research, exploratory and descriptive study. As our subject is quite new, exploratory study will lead us to clarify our understanding of the research and to precise nature of the problem. It will also allow us to draw our research direction as the research progresses with results of new data and new insights.

And descriptive study will be a forerunner of our exploratory research, in order to have a clear picture of the phenomena of the marketing power through social media.

- **Research Strategy**

According to Saunders and al. (2009, p142-151)\textsuperscript{xxxv}, it exists seven different research strategies to conduct a research project. Those are experiment, survey, case study, action research, grounded theory, ethnography and archival research.

Experiment is research methods were the goal is to verify, falsify, or establish the accuracy of hypothesis in order to study causal links.

Survey research involves the use of questionnaires to gather data about people and their thoughts, behaviours and opinions.

Case study is a research method which involves an empirical inquiry that investigates a particular contemporary phenomenon within its real life context.

Action research is a research process of progressive problem solving, led by individuals working with others in teams, to improve the way they address issues and solve problems.

Grounded theory is used before choosing theoretical framework in order to develop theory from data collection.

Ethnography is used to gather empirical data on human societies and cultures.

Archival research makes used of administrative records and documents (reflected day to day activity).

Among these strategies, we will choose the survey strategy related to our research approach and research purpose.
Indeed, survey can allow us to collect a large amount of data from a sizeable population in a highly economical way.

It will be an important strategy which will allow us to collect information about consumer and company’s behaviours, in order to explore our objectives and answer the research question.

- **Methods choices**

According to Saunders and al. (2009, p151-155) xxxvi quantitative data collection is focused on numerical data and qualitative data collection is focused on non-numerical data.

We will use both quantitative and qualitative in our research in order to make a mixed-method research.

Quantitative data collection, with deductive approach, will be used from findings about consumer attitudes highlighted in the literature review. And qualitative data collection will be used, with inductive approach, in order to understand and explore behaviour of company.

In fact we didn’t use qualitative for consumer because a lot of theories already exist about their behaviour on social media, and moreover because we prefer analyze data from a large number of consumers in order to have relevant statistics.

So, we will conduct a mixed-method research in collecting and analyzing quantitative and qualitative data, one after the other in a sequential way.

And then we will combine those, into the conclusion, in order to analyze consumer and company behaviour at the same time in order to answer the research question.
Secondary Data

According to Saunders and al. (2009, p258-263) secondary data include both quantitative and qualitative. It is really important firstly to collect information, in order to support our research.

It exists three types of secondary data as documentary, multiple source and survey.

Documentary includes written materials and non-written materials.

Multiple sources are containing area based and time-serie based.

And survey is composed of census, continuous and regular surveys and Ad hoc surveys.

For our subject, it is really important to have a look at all of these types of secondary data, in order to have an overview of our research question and get the most objectives content as possible.

So, previously, we used books loaned by the Dublin Business School Library as well as articles from newspaper and websites, in order to underline the broad outline of our research. From those, we designed the plan for the literature review.

Then, we have continued to read a lot of articles, census, and watch videos from Internet but also attend to meetings related to our research question to complete our findings.

And finally we looked in different type of social media on Internet but also on website of companies to get a closer understanding of the subject and to find recent examples.
- **Primary data**

In the flow of our methodology research, we will use quantitative questionnaire to consumer and qualitative interview to company, in order to answer research question and objectives.

- **Quantitative data**

We have chosen to realize a survey research with electronic questionnaires through surveymonkey.com, delivered on Facebook and via e-mail, in order to reach a lot of consumers in a short time rather than by phone, face to face or by post.

We will realized questionnaires with closed questions in order to fix the meaning of the response (with a place where consumer can add comment in order to discover new things for the research). Questions have been drawn through:

- Multiple choices question with multiple answers;
- Multiple choice question with one answer;
- And Likert scale from 1 to 10;

We chose these 3 types of questions in order to obtain consumer’s attitudes and/or opinion and to allow us to conduct qualitative and easy analysis at the end.

We realized 2 questionnaires of 10 questions each, towards 100 consumers in order to have the most complete data.

The first questionnaire was about consumer purchase decision in general with 2 themes as purchase decision through communication channel and consumer trust in fellow consumer, company and social media. ([Appendix 15](#))

And the second was about consumer behaviour on social media with 3 themes as trust and purchase decision on social media, positive or negative word-of-mouth and consumer feelings towards attitude of company on social media. ([Appendix 16](#))
- **Qualitative data**

We have chosen to realize interviews for understanding company behaviour through a personal interview which is a two-way conversation. According to Saunders and al. (2009, p321) xxxviii it exists different type of interviews as structured interviews, semi-structured interviews and unstructured or in-depth interviews.

Linked to our purpose of research and research strategy, we have chosen the semi-structured interview with a list of themes and questions to cover but in a flexible way depending on the flow of the conversation.

In fact, this type of interview is the best solution because we already have proposed objectives and questions, but we also want looked at new ideas and perspectives from the respondents.

**Figure 3.4.1: Uses of different types of interview in each of the main research categories**

<table>
<thead>
<tr>
<th>Exploratory</th>
<th>Descriptive</th>
<th>Explanatory</th>
</tr>
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<tbody>
<tr>
<td>Structured</td>
<td>xx</td>
<td>x</td>
</tr>
<tr>
<td>Semi-structured</td>
<td>x</td>
<td>xx</td>
</tr>
<tr>
<td>Unstructured</td>
<td>xx</td>
<td></td>
</tr>
</tbody>
</table>

xx: more frequent  x: less frequent

The interview have been conducted with open questions in order to encourage the interviewee to provide an extensive and developmental answer, used to reveal attitudes and obtain facts.

The respondents were three persons who worked for different companies (publicity agency, owner-manager and large company) in order to cover different types of companies.

The interview were conducted in face-to-face with 16 questions related to 3 themes as strategy on traditional and social media, degree of consumer’s trust and new thinking in marketing today through social media. *(appendix 17)*
3.6 Conclusion

To conclude, the research was led by the research problem of the marketing power through social media, with the main research question: who has marketing power through social media, consumer or company?

In order to answer research question, we have drawn 7 objectives to cover the behaviour of both sides.

Our research approach is both inductive and deductive, the purpose of the research is both exploratory and descriptive and the research strategy chosen is survey through quantitative questionnaires and qualitative interviews.
4. DATA ANALYSIS

4.1 Introduction

In this chapter, for qualitative and quantitative data, we will describe our sample and profile interviewees and analyze the main results one after the other.

The presentation of data is linked to the questionnaire attached in Appendix 15 and 16 and to the interviews attached in appendix 17, 18, 19 and 20.

4.2 Quantitative analysis

4.2.1 Description of the sample

The sample is composed of 100 consumers from 18 years and more, in order to represent the entire consumer’s population. The most people represented are between of 18 and 55 years old, as they are the ones the more reached by Social Media today.

![Figure 4.1.2.1: Age of the Sample](image)

4.2.2 Main Results

We will present the main results through 5 themes, explained in the last chapter and represented by Line Graph, Bar chart and Pie Chart created from Excel.
4.2.2.1 Consumer purchase decision through communication channel

Figure 4.2.2.1: Source(s) of information(s) to buy new product (Quest 1 - Q1)

Figure 4.2.2.1.2: Source(s) of information(s) to buy known product (Quest 1 - Q2)
The two first figures above show that 25% of consumers consider his network of contact as the most influent sources of information, either for a new or a known product/service.

To buy known product or service, the second source of information is Organizations websites. That means that companies need to manage well their websites but also their customers to be available for them.

Traditional advertising is really present with magazines, TV and Internet Ads. It does mean that it continues to be a really good source of influence for consumer, especially when consumers want to buy a new product.

Blogs information and comments on Social Media represent 16.76% for product/service already known. Consumers research more advices and testimonials from customer experience when they already know the product/service and want to choose between different businesses.

From the last graphs we have collected 248 answers and 185. Really it does mean that consumers need to cross and check multiple sources of information. Indeed, 72.20% of consumer thinks that is important to very important.

Figure 4.2.2.1.3: Consumer’s use multiple sources of information (Quest 1 – Q3)
Figure 4.2.2.1.4: Consumer attention on advertising (Quest 1 – Q4)

For this graph, as we have already highlighted on the literature review, 69.4% of consumer pays very rarely to occasionally attention on advertising.

Figure 4.2.2.1.5: Type of advertisement that influence consumer (Quest 1 – Q5)

As consumer didn’t really pay attention of advertising, we thought that it will be interesting to know which types of advertisement are influencing consumers.

Among choices, “Funny and creative ads” is the first answer, 41.10% of consumer want to have good moment and new interesting ads. One respondent say “I want to see Ads with character”. After, 28.08% of consumers are influence by Ads when they want buy particular product, and 13.70% of consumers are influenced by “simple and honest Ads”. So, consumers are even influenced by advertising when they want to buy product/service and expect also transparency into messages.
Another interesting thing is that there is not really a difference between brand known by consumer and unknown; they don’t care about brands they use.

4.2.2.2 Consumer trust in fellow consumer and company

86.73% of consumers are occasionally to very frequently confident in their peer than in company.

Figure 4.2.2.2.1: Consumer trust company and peers (Quest 1 – Q 6 - 7)

Figure 4.2.2.2.2: Level of consumer trust company and peers (Quest 1 – Q 6 - 7)
4.2.2.3 Trust in Social Media

Figure 4.2.2.3.1: Consumer trust in social media (Quest 1 – Q8)

As Social Media is new, it’s better trusted, but with only 6.12 point of difference between very rarely to occasionally trust (46.94%) and occasionally to very frequently trust (53.02%).

Figure 4.2.2.3.2: Level of consumer trust on social media (Quest 1 – Q8)
35.25% of consumer that doesn't use social media to obtain product/service information, 48.37% of consumer used forums and blogs and 16.38% used social network.. Contrary to the findings on the literature review, consumers look more information on Blogs and Forum to obtain information than in social networks. So, consumers trust in social media but also in unknown Internet users.

To confirm it, on the figure below, 54.64%, of consumers are listening occasionally advices from unknown internet users, 10.31% frequently and 2.07% very frequently (67.02% in total).

Figure 4.2.2.3.4: Consumer' listen advice from unknown Internet user (Quest 2 – Q2)
75.4% of consumers think that brand which pays someone to add positive review influenced probably to very probably consumers. Companies freely speak about that and says that people know that it is part of their new strategy.

4.2.2.4 Negative and positive word-of-mouth

Figure 4.2.2.4.1: Consumer’s word-of-mouth (Quest 2 – Q3-4)
72.45% of consumer share often to very frequently when they are unsatisfied of product or service, contrary to 60.20% when they are satisfied. Clearly, a lot of researchers speak about it, and our statistics have just confirmed it. So companies have to pay attention on it.

As we know, customer shares more with friends (32.03%), family (29.54%), fellow of work (23.84%) and neighbours (9.25%). But they share about 5.34% on Blogs and social media. It is a little percentage but it may grow up in few years.
4.2.2.5 Consumer feelings about attitudes of company on Social Media

Figure 4.2.2.5.1: Brands on social media (Quest 2 – Q6.A)

From the last two figures, the majority of consumers (66.35%) show by their answers, on one hand, that they don’t trust company and think that their presence on Social Media is due to get more profit and to follow the trends. And the same
majority (60.15%) expect useful things for them, as to get good deals and information on products and services.

But on the other hand, 33.65% of consumers think that company is on Social Media to better involved them and 39.85% expect to be more engaged in brands.

This is the reason for it is logical, on the next graphs, to we found only 29% of people members or fan of a brand. Also, we think that the biggest parts of members or fan consumer respondents are young because 26.90% of 18-25 years answered from Facebook.

Figure 4.2.2.5.3: Consumer member or fan on a brand (Quest 2 – Q7)
To finish this part, 51.10% of consumers think that it becomes very important that their comments on social media have to take in consideration in brand strategy, as well as 44% of them seem to think have few power on company to impact them.
4.3 Qualitative analysis

4.3.1 Profile of Interviewees

- Aurélie Buisson (23 years), “Marketing and Business Strategy Officer” in 2010 in the Marketing and Communication department at Citroën in Ireland.

She worked for a large automobile organization.

- Fabio Carvalho (32 years), “CEO” from 2009 of a SME in Ireland, called “Smart Tour”.

He worked, at the beginning of his business to organize visits in Ireland for the Brazilian community, and now wants to extend his business at the international stage.

Next to his business, he conducts also another organization, which provides international exchange program for people in the world.

- Nicolas Brebion (35 years), responsible of an advertising agency from 2008 in France, called “8 Bis Communication”.

He worked to provide advertising communication support for companies as logos, print media, posters and websites.

4.3.2 Main results

We will present the main results over 3 themes related to our subject as described in the last chapter.
4.3.2.1 Company’s strategy on traditional and Social Media (Q1-7)

Companies used media (TV, magazine, posters, Internet), non-media (flyers, SMS, sponsor, event, press relation) and social media (Twitter, Facebook, Orkut, Blogs).

The first point is that social media and non-media are more used because there are less expensive than media. And the second point it is that as media, all have websites.

But more important, the choice of media depends on the company’s target.

Companies get more feedback from social media because it is easy to measure and see feedbacks of consumer about all media used.

Media and non-media are always influent to reach people, it allows consumer to be aware about products/services.

Traditional advertising is important to keep because it helps company to reach other people and send different messages than on Social Media. In fact, Ads influence people with repetition (multiplicity of support used).

Fabio thinks that every brand will be on social media later and that traditional media will be good for being still used. He said “we need to use every communication today”.

The first role of social media is to reach a large and specific target, but also reach friends of this target (interesting for new company or company with small budget).

The second role is used as customer relationship management in order to have feedbacks and make loyal customer.

Aurélie explained that “consumers go on social media when they know the product/service and that they want to keep informed. Social media is about make customer loyal and involve them.”

For the first role, tools are built to make easier the research of consumer and company by key words; adds their friend and spread large information.

For the second role, tools are to built to communicate on brand, keep informed consumer and make human the brand with videos, pictures and information posted
(Literature review 2.5: activation and self sustainability in AIDAS model); allowing people to reuse contents (Appendix 6: see customization in 6 P’s); answering to their good and bad feedbacks (Literature review 2.5: dialogue in ADIAS model). It’s about influence people to talk, spread and dialogue on brand.

All companies status that is really important to have consumer answer and to consider it.

4.3.2.2 Degree of consumer trust (Q8-12)

All companies think that consumers trust and are influenced by consumer that it’s why they trust also social media because it is about interacted with people. But Aurélié highlighted that they can be “suspicious with fake consumer profile” whereas Fabio says that “people on social media cannot lie because friends see their profile”.

Most of the time consumers don’t know they are bribed and also uses multiple sources of information to make his mind. (Appendix 21)

One company among the 3 do like that (a little). Fabio says that he doesn’t need because he has consumers who post good comments, but sometimes when companies have not good comments, they do this way to influence people. Aurélié says that they post few messages to enhance conversation and to make aware people of new product or events “I saw the new C3, this car is really beautiful”.

Some people don’t know and can be influence form “consumer advice” because we know that consumers influenced other consumer as says Nicolas. But people used different channel to make its own opinion, so they are able to see if it is true or not. (Appendix 12)

It is a new strategy for making more money. People are aware but Aurélié says that companies have to be careful; word-of-mouth goes fast!!
4.3.2.3 New thinking in Marketing (Q13-16)

It pushes company to develop them in controlling their e-reputation and to institute a real dialogue with customers. Fabio says “it’s good for good company but can be really bad for bad company”. Indeed they have to always deal with bad reviews.

Consumers get more information about company and can also share and spread opinion. But as company can see it on social media, it is a more direct relation and companies can adapt their behaviour to them and manipulates people more easily.

But consumer is more powerful than before, and Fabio illustrates it by an example of Brazilian’s consumers who have organized Facebook event in order to boycott oil for high prices in Brazil until August 2011.

It depends on the business. For example, in the automobile sector, loyalty is really important but a little less important in the tourism sector because consumer will buy new car but not repeat the same visits. In the last one loyalty is less but even important because customers can influence their friends to do visits.

Loyalty is more important today and keep consumer is less expensive than reach new ones, so it is important to attract new customer by good word-of-mouth.

About community, Group effect is good for brand. It creates core target and advocate of brand. It encourages customers to post experiences review on Internet, and new customers can have feedback from existing customer in order to influence them.
4.4 Conclusion

For consumer, advice from fellow’s consumer is the first source of information.

For company, traditional advertising reaches new people and for consumer it is a good source of information to buy new product.

For company, social media reaches specific target and for consumer it is a source of information in order to buy known product.

Consumers trust more in fellow’s consumer than in company and it is the beginning of consumer’s trust on social media websites as good source of information.

Consumer speaks more often about negative experience than positive; it’s why company has to be attentive to it in order to have good reputation.

66.35% of consumers think that companies are on social media to sell more, to be more visible and to follow the trend.

And 33.65% of consumers think that company are on social media in order to engage people.

So, consumer has a huge power through social media but company can control it.
5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

On the one hand, this part will draw the main conclusions of the overall research project and answer to objectives and research question.

And, on the other hand, it will highlight the recommendations.

5.2 Conclusions

5.2.1 Main conclusions of the research project

In the literature review we highlighted the crucial importance of consumer for the company and his influential power on social media.

Indeed, we underlined that consumers trust more in consumer’s peer than in company and that social media has enhanced influence of the word of mouth.

It’s why, company has dropped their budget of communication on traditional media and has rose it on internet (websites and social media).

Moreover, consumers are more listening customers experience from his network than from unknown internet user, in order to buy new product. But consumer needs also to have several points of view before making a purchase decision, it’s why when companies pay someone to post positive review, they take risks.

In order to companies increase consumer’s confidence, they have to acknowledge dialogue, incentivize and connect consumer together, but also be innovative for keeping them.

Today, social media brings a lot of information to company and marketers can understand and target consumer with a better and effective way than before.

In objectives and methodology, we used inductive and deductive approach, exploratory and descriptive purpose and survey strategy with both questionnaires and interviews. And thanks to our previous choices, we have been able to answers our 7 objectives in order to cover our research question.

The analysis and the main findings of our research are more explained in the next part: answers to objectives and research question.
5.2.2 Answers to objectives and research question

- Role of traditional and social media

For company, the role of traditional media is to reach new people, and for consumer is a source of information in order to buy new product.

30.6% of consumers make occasionally to very frequently attention of advertising. But, 27.02% of them use traditional media (TV, magazines and Internet) as second source of information in order to buy new products, while company use it to reach new customer.

41.10% of consumer are more influenced by funny and creative Ads, 28.08% of them by Ads related to their current purchase and 13.7% of them by sincere Ads. In fact as all messages are similar, those which are creative, captures the attention. We can underline that consumers are also expecting transparent and sincere messages of trust. Loyalty is not present today on traditional media because consumer pays as the same as attention on known brand (8%) than unknown brand (8.90%).

Another point of view is it that traditional advertising is also important to conserve because Ads influence people with repetition and via the multiplicity of support used (top of mind).

For company, the role of social media is to reach specific target and have feedbacks from consumer, and for consumer is a source of information in order to buy known product.

12.97% of consumers use organization websites as second sources of information in order to buy known product as well as 16.76% used social media. The most of organization has websites and, now, Facebook and Twitter pages. Companies use it as a customer-relationship-management in order to interact with people and have feedbacks to engage them, but they also use it in order to reach specific target.

But the choice between media depends on the company’s target but also of their budget of communication.
• Degree of consumer trust

Consumer trust in fellow’s consumer

Consumers advice have a huge power of individual making decisions.

86.73% of consumers trust occasionally to very frequently to other consumers contrary to 20.41% of them who trust very rarely to occasionally in companies.

Indeed companies are aware about that; it’s why they also think that consumer trust in social media, because it is about interact with other human. So, consumers share more information with friends (32.03%), family (29.54%), fellow of work (23.84%) and neighbour (9.25%).

But they share also about 5.34% on blogs and social media. It is little percentage but it may grow up in few years.

Beginning of consumer trust in social media

53.06% of consumers trust occasionally to very frequently social media and 46.94% of them trust very rarely to occasionally social media. There is just 6.12 point of difference. In fact, 35.25% of them don’t use social media to looking for information, but 31.97% used forum and 16.04% used blogs.

Moreover, 54.64% of consumer used occasionally advice from unknown people, 10.31% frequently and 2.07% very frequently. It does means that social media is not entirely trusty but that consumer has confidence in all consumers’ advice on internet and social media.

It is also for these reasons that company used as strategy to post themselves good review from imaginary consumer. As they know that consumers trust more in customer experience, they think that this strategy will help them to have more customers. In fact, 75.4% of respondents think that brand which adds positive review influence probably to very probably consumer. But, we have to know that 72.20% of consumers check information from other sources of information in order to make its own opinion.
New thinking in marketing

Negative word of-mouth is more important than positive

More than the majority share information about products and services, but negative word-of-mouth is more shared than positive.

72.45% of consumers share often to very frequently information with their network when they are unsatisfied by a product and 60.2% of them, when they are satisfied. So, consumer speaks a lot more about bad experience than good.

The rise of the word-of-mouth through social media has pushed company to develop them in order to control their e-reputation, to be proactive and to control customer content.

In fact, feedbacks from customers are really important for companies today. In answering consumer’s demand, company can progress and improve their business.

Loyalty is also really important today and, moreover, retaining consumer by good word of mouth is less expensive than reach new ones.

Attitudes from consumer to company which are one social media

“66.35% of consumers think that company are on social media to sell more, to be visible and to be fashion”

The Majority of people (64%) think that, if company are involved on social media, it is just to make more profit. These consumers expect at the same time, useful behaviour from them, as good deal or product information.

Moreover, today it is normal that the majority of consumers think it, because they haven’t trust in them.

In fact, some companies are using social media to improve their sales, with maybe, the strategy to add positive reviews in order to enhance customer while they don’t take care about real customers (for example, they don’t answer to customer feedbacks, questions or problems).
“33.65% of consumer thinks that companies are on social media to engage people”

33.65% of consumers think that if company are on social media is it to be more accessible and present for customers. They expect to be involved in those company’s brand (by event, preview, contests...).

29% of consumers are member or fan of a community. In reality, we think the positive respondents are young persons, because the majority of them answered via Facebook.

Its few numbers, but for company group effect is good for brand, is created core target and brand’s advocate. It encourage customer to post experience and to enhance new ones.

- **Who has the power in marketing through social media?**

On the one hand, with social media, 87.8% of consumers think that their opinion takes place moderately to very importantly in company now, as well as 56.1% of consumers seem to think have probably to very probably an impact on those brand with social media.

Consumer has more information about product and can share his opinion massively and with more impact now. In fact, consumers trust in his family and friends but also in all other consumers, it’s why, this new community can have a lot of impact on brand (boycott, destroy reputation...).

On the other hand, companies have learnt to adapt them to new communication channel. Thanks to social media, brand can follow all consumers’ messages about them, and in this way can manipulate people more easily than before.

Social media have enhanced a more direct relation between consumers and companies, it can be a really advantage on the market today, but of course, all depend on the behaviour of each part.
5.3 Recommendations

Clearly consumers want to be aware about new products, so company has to continue to advertise through traditional media but in a creative and funny way, in order to their messages be listening.

Company has also to be transparent, sincere and be available for consumer through different support to reinstate trust of consumer (social media, phone, e-mail, face to face, video...).

With a total availability to customers and a good behavior, companies can enhance good customer experience in order to have good review and good testimonials on their brand to influence other people.

As consumers check information through different channel, companies have to diffuse the same messages with the same behaviour through all channels they use. It’s why paying people to add good comment is a really bad idea.

So it’s important to always answer to customer feedback and involve them in using social media as a customer relationship management.

Indeed, social media is a tool which can help company to understand and answer more easily to his target.

Its why, control e-reputation by controlling word of mouth on social media in responding to every feedback (bad and good) is really important.

So, in listening consumer, consider them, engage them in brands and gives them the ability to share about the brand, company can make loyal his customer in order to generate more revenue.

This research is also, and especially to prevent company about their new consumer that it is the generation Y (generation of the millennium).

Indeed, our sample was composed about 35% of them, which reflect the new trend of trust in social media and expectation to be more involved in brand strategy.

In fact, they live in community and program a lot of event or action to do together, with the same interest.

There are the consumers of the future; brands have just to play well their role highlighted by the recommendations to prosper in the future.
APPENDIX
Appendix 1: Consumer confidence in business and media

Until the crisis, marketers have been more focus on reaching the more prospects as possible to extend their market and haven’t pay attention of the change of behaviour of their customers (Jaffe, J., 2010, p17-27).

In reality, most of consumers no longer listen company messages due to their similarities, their increasing numbers and their too much different communication channel (Dynamax Technologies, 2011).

In fact, one study shows that consumers receive over 3 000 messages by day. David Lamoureux (2011) adds that “Our brains can’t truly process that many messages”.

Furthermore, Brown, D. and Hayes, N. (2008, p1-10) as well as Edelman (2011), affirm today that consumers, in developed country, have less trust in media and companies (as you can see on the both following figures).

Appendix 1.1: Trust in business to do what is right (Edelman, 2011, p6)

Emerging markets dominate as “business trusters”
U.S. drops to within 5 points of Russia

How much do you trust business to do what is right?

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<thead>
<tr>
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<th>2010</th>
<th>2011</th>
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<tbody>
<tr>
<td>Trusters</td>
<td>Brazil</td>
<td>62%</td>
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<tr>
<td></td>
<td>India</td>
<td>70%</td>
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<td></td>
<td>Italy</td>
<td>70%</td>
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<td></td>
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<td>Neutral</td>
<td>Japan</td>
<td>57%</td>
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<td></td>
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<tr>
<td>Distrusters</td>
<td>France</td>
<td>30%</td>
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<tr>
<td></td>
<td>US</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>UK</td>
<td>49%</td>
</tr>
<tr>
<td></td>
<td>Russia</td>
<td>42%</td>
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</table>

Responses 6-9 on 1-9 scale; 9=highest; Informed publics ages 25 to 64; Top 10 GDP countries.
Appendix 1.2: Trust in media to do what is right (Edelman, 2011, p8)\textsuperscript{xlv}

Developed markets more distrustful of media

The principal reason of this loss of confidence is lies is due to the different economic crisis and especially the last one in 2008 (Eric Jaffrain 2010)\textsuperscript{xlvi}. 

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*Responses 6-9 on 1-9 scale; 9=highest; Informed publics ages 25 to 64; Top 10 GDP countries*
Appendix 2: Consumer confidence in fellow consumer

Today, consumers are seeking for the transparency and honesty (Edelman, 2011, p16)\textsuperscript{xlvii} (see appendix 2).

It’s why they prefer, most of the time to listen other consumers to take their purchase decisions, as you can see on the next figure (Ping Elizabeth, 2009, p2)\textsuperscript{xlviii}.

Indeed since the creation of social network in 1995 (Jocelyne Steffann 2010)\textsuperscript{xlix} consumers have easily and free access to share and discuss with other people.

This new way to communicate has allowed them to exchange and to be many more aware about some wicked or good behaviour of company (Brown D., Hayes N., 2008, p1-10)\textsuperscript{l}.

Appendix 2.1: Consumer trust in each advertising channel (Ping Elizabeth, 2009, p2)\textsuperscript{li}

![Figure 1: Global Consumer Trust in Advertising by Channel](image-url)
Appendix 3: The rise of word-of mouth with Internet and Social Media

According to SocialNomics09 (2010)\textsuperscript{ii}:

- Radio needed 38 years, TV 13 years and Internet 4 years to reach 50 million users; whereas Facebook reached over 200 million users in less than a year;
- Youtube represents the 2\textsuperscript{nd} largest search engine in the world;
- Wikipedia has over 15 million articles;
- And it exists over 200 000 000 blogs.

According to Mediametrie (2011)\textsuperscript{iii}:

- Social media is the 3\textsuperscript{rd} bigger category of websites visited (31 337 000 millions) after the search engine (36 684 000 millions) and general portals (35 516 000 millions).
- It is in progression of 15\% contrary to 11\% for the other two.

Social media and Internet is one of the most important factors of the balance change between consumers and companies power (ibid).

In fact, those have facilitated the existing effect of word-of-mouth, which have a more important influence today on the consumers purchase decision (ibid).

Mackinsey distinguishes three types of word-of-mouth from the more to the less influent (McKinsey&Company, 2010, p4)\textsuperscript{iv}:

- “Experiential”: when consumer speaks about own experience;
- “Consequential”, when consumer share traditional advertising;
- And “Intentional” when organizations engage influencer.

Duncan Brown explains that these 3 types of word-of-mouth play a capital role in the different step of the “consumer decision journey”.

But, before understand the role of the word-of-mouth, we will explain the 5 different steps of the “consumer decision journey”, represented by the figure below.
Appendix 3.1: The consumer decision journey - Mc Kinsey & company (Jaffe J., 2010, p54)

1. “Initial Consideration Set”: small set of products or brands that the consumer may be aware of;
2. “Active evaluation”: consumers make themselves aware of a range of products;
3. “Moment of purchase”: when the consumer take his purchase decision,
4. “Post-purchase experience”: to continue to buy the same brand or buy competitor’s product according to the satisfaction of expectations;
5. And the “Loyalty Loop”:
   - Active: where they remain loyal to the particular brand
   - Passive: where they consider other brands but have preference for the current brand. (Duncan Brown, 2009)

Following this explanation, MacKinsey underlined and prove that word-of-mouth acted principally on the first three stages on the “customer decision journey”.
Appendix 3.2: Top 3 factors that influence at principal stages of the consumer decision journey – example mobile phone (McKinsey&Company, 2010, p3)

As you see on the statistics above, word-of-mouth is more powerful for product and service in developing market. In fact, consumer doesn’t know the product and research advice from his peer (McKinsey&Company, 2010, p3). But for product and service in mature markets, the consumer bases his opinion on his own judgment firstly and after his peer (Brown, D. and Hayes, N., 2008, p179-180).

Appendix 4: Think inside-out than think outside-in

So, for the company reinstate the confidence with their customer, they have to listen and to consider all of them in the centre of their business. (see appendix 1) In fact, Jaffe (2010, p28) affirmed that, “It’s an incredibly dangerous game when people become nothing more than statistics.”

It’s why nowadays it is essential to think inside-out by retaining existing customers than think outside-in by acquiring new customer. (Jaffe, J., 2010, p27)

Think inside-out today, is the key to prosper for companies, it means acting on internal resources and capabilities to provide good customer experience and thereby repeat business internally through good word-of-mouth. (Jaffe, J., 2010, p20-21).
Appendix 5: From 80:20 to 50:50 (Jaffe, J., 2010, p56 and 235) lxiii

According to Pareto (F. John Reh, 2011) lxiv, company used the law of “80:20”. It means that 20% of customers represent 80% of turnover. Today, Jaffe highlighted that this model can be interpreted such as 50% of customers correspond to 50% of brand representation. In fact, with Social Media, all customers have the huge power to represent the brand and to generate important turnover. It’s why it’s important to take all customers in consideration.

Appendix 5.1 “Three types of premium customers” (Jaffe, J., 2010, p56)

A: 20% of customers responsible for 80% of revenue

B: 1% of influencers responsible of 99% of buzz

C: customers who talk and purchase from the brand.

D: transformation of customer-force into sales forces, galvanized
Appendix 6: From 4 P to 6 P (Jaffe, J., 2010, p217)\textsuperscript{lxv}

The 4 P model which included Product, Price, Place, and Promotion is commoditized today.

It can be extend to the 6 C’s model Content, Commerce, Community, Context, Customization and Conversation, which approach more the context nowadays of consumer marketing (Michael Brito, 2006)\textsuperscript{lxvi}.

Appendix 6.1 The new customer-Activation model Jaffe, J. (2010, p217)\textsuperscript{lxvii}

In ADIAS model, the part of Activation is supported by the “context” of how organizations present their information and of which relevant “content” they provide to “consumer”.

Thereby, users can “customize” content through “conversation” as advocate or criticaster of the brand in their “community” (see appendix 8).

So it’s important that at this stage, organizations keep consumers committed by answering to their expectation and bring new content as benefit to their community.

Moreover, Commerce through internet can also be a new place to enable commercial transactions more use by people and easier today.\textsuperscript{lxviii}
Appendix 7: Conversation (6P’s Model) Brian solis “The conversation prism” ixix
Appendix 8: Better customer service (Jaffe, J., 2010, p97)\textsuperscript{lxx}

Customer experience means “the sum total of all contact points, interactions, transactions, and encounters between a customer and a company, its brands, and its various product and service offerings over a determined period of time”.

Appendix 8.1 New Platforms of Customer service (Jaffe, J., 2010, p158)\textsuperscript{lxxi}

As we have seen on the part 2.3.2, consumers are more listening buyers who have already an experience with products or services.

So, organizations have to take really seriously their customer service.

It’s important for them to act firstly on their supply chain “happy employee, happy customer” and secondly in developing several platforms of communication, for that consumer can have easy access to the company (Jaffe, J., 2010, p117)\textsuperscript{lxxii} (Lisa Johnson Mandell, 2011).\textsuperscript{lxxiii}
Thanks to the different platforms available today (phone, e-mail, social media, website...) it is easy to be more present for the customer and provide good experience for good word-of-mouth (see appendix 9).

Some companies think that Social Media is a customer service before a marketing tool. In fact people interact with brands on Social Media and expect an answer. Andy Sernovitz said “People are already talking. Your only option is to join the conversation” (Brown, D. and Hayes, N., 2008, p105) lxiv.

Customer service for company is used to have a personal interaction with existing customer and Social Media can help to reach this goal (PollackPRMktg, 2010) lxv.

It drives company to adopt new way to communicate with their clients, prospects, partners and investors. The phone stays the first channel but chat, email, video and community can allow company to react in real time with consumer (Pix-geeks (2009) lxvi).
1. Customer service doesn’t stop at 5p.m on Friday
2. From “everything communicates” to “everyone communicates.” The paradox of customer service: the lower down the totem pole you go, the more impactful and important customer services becomes.
3. All customers are equal; but some are more equal than others. Pay particular attention to WHO is doing the complaining. (“Do you know who I am?”).
4. Customer service is not only about solving problems.
5. Customer service lives in the now. Real-time response is not a nice-to-have but a have-to-have.
6. Customer service can be a revenue generator (and even an acquisition tool).
7. Customer service lives in the public domain.
8. Customer service is an ongoing commitment, not a one-off happenstance (customer service needs a memory; integration is innovation. Who owns the customer?).
9. Customer service can be proactive and anticipatory.
10. Customer service is alive. Feedback loops need to be active, direct, and effective at improving and evolving the business.
Appendix 10: Acknowledgement (ADIAS model) Coldplay’s album

The group of music Coldplay who wrote “thank you” on their album “left, right, left, right, left”

This is a thank you to our fans

Please submit your details below for a free copy of the album:

email

country United Kingdom
Appendix 11: Dialogue (ADIAS Model) Apple Store – Genius Bar

Apple store with his genius bar who allowed customer to take an appointment in case of product’s problem, it’s a two-way commitment that is part of customer schedule.
Appendix 12: Incentivization (ADIAS Model) Starbucks – Card

Starbucks created special cards to reward its customers\textsuperscript{xxx}. 

\begin{figure}[h]
\centering
\includegraphics[width=\textwidth]{starbucks_cards.png}
\caption{Examples of Starbucks cards for various occasions and promotions.}
\end{figure}
Appendix 13: Activation (ADIAS Model) Panasonic community – Living in HD

Panasonic have created a real community “Living in HD” around his product with video, forum and event to using product.
Appendix 14: Activation (ADIAS Model) NikeiD – customize your choose

Nike which acted on different platform, created community, blog, support athlete, creates video, event...lxxxii They also have created a web site to personalize their productlxxxiii.
Appendix 15: Electronic questionnaire 1

1. To buy a new product or service, what(s) channel(s) of information influenced you the most?
   - TV Ads
   - Radio Ads
   - Magazines Ads
   - Newspapers Ads
   - Internet Ads
   - Blogs information
   - Advertisements
   - Online Reviews
   - Comments on Social Media
   - Organizations Websites
   - Pesters
   Others (can you precisex)

2. To buy a product or service you already know, what(s) channel(s) of information influenced you the most?
   - TV Ads
   - Radio Ads
   - Magazines Ads
   - Newspapers Ads
   - Internet Ads
   - Blogs information
   - Advertisements
   - Online Reviews
   - Comments on Social Media
   - Organizations Websites
   - Pesters
   Others (can you precisex)

3. Is it important for you to use multiple sources of information before making a buying decision?
   1 - Very important
   2 - Frequently
   3 - Occasionally
   4 - Rarely
   5 - Little importance

4. Do you pay attention to ads that surround you?
   - 1 Very
   - Frequently
   - Occasionally
   - Rarely
   - 2
   - 3
   - 4
   - 5
   - 6
   - 7
   - 8
   - 9
   - 10 Very
   - Frequently
   - Occasionally
   - Rarely
   - 1

5. What type(s) of advertisement(s) influence you the most?
   - Regarding the product I want to buy
   - The brand advertising that I do not know
   - Funny and creative advertisements
   - The brand advertising that I know
   - Advertisements simple and honest
   Others (can you precisex)

6. Do you trust company and advertising to buy a product or service?
   - 1 Very
   - Frequently
   - Occasionally
   - Rarely
   - 2
   - 3
   - 4
   - 5
   - 6
   - 7
   - 8
   - 9
   - 10 Very
   - Frequently
   - Occasionally
   - Rarely
   - 1

7. Do you trust your network of contacts to buy a product or service?
   - 1 Very
   - Frequently
   - Occasionally
   - Rarely
   - 2
   - 3
   - 4
   - 5
   - 6
   - 7
   - 8
   - 9
   - 10 Very
   - Frequently
   - Occasionally
   - Rarely
   - 1

8. Do you trust Social Media to buy a product or service?
   - 1 Very
   - Frequently
   - Occasionally
   - Rarely
   - 2
   - 3
   - 4
   - 5
   - 6
   - 7
   - 8
   - 9
   - 10 Very
   - Frequently
   - Occasionally
   - Rarely
   - 1

9. Do you think that brands which pay people to add positive review on Social Media can influence consumers?
   - 1 Very
   - Probably Not
   - Probably
   - 2
   - 3
   - 4
   - 5
   - 6
   - 7
   - 8
   - 9
   - 10 Very
   - Probably
   - Probably Not
   - 1

10. How old are you?
    - 18 - 25 years
    - 26 - 35 years
    - 36 - 45 years
    - 46 - 55 years
    - 56 - 65 years
    - 65 years and more
Appendix 16: Electronic questionnaire 2

1. Which Social Media do you use to obtain information about products or services?
- Facebook
- Twitter
- MySpace
- Vimeo
- LinkedIn
- Others (can you precisely)

2. To buy products or services, do you take advice from people you do not know?
- Never
- Very Rarely
- Rarely
- Occasionally
- Frequently
- Very Frequently

3. Do you communicate the information to your network of contacts when you are satisfied with a product or a service?
- 1 Very Rarely
- 2 Occasionally
- 3 Frequently
- 4 Very Frequently
- 5 Often
- 6 Sometimes
- 7 Occasionally
- 8 Frequently
- 9 Very Frequently

4. Do you communicate the information to your network of contacts when you are unsatisfied with a product or a service?
- 1 Very Rarely
- 2 Occasionally
- 3 Frequently
- 4 Very Frequently
- 5 Often
- 6 Sometimes
- 7 Occasionally
- 8 Frequently
- 9 Very Frequently

5. Among your network of contacts, with what type(s) of person(s) do you share this information?
- Family
- Friends
- Articles on Blogs
- Comments on Social Media
- Fellow of work
- Neighbours
- Others (can you precisely)

6. Question A. What do you think about brands on Social Media?
- They are aware of their image
- They want to become more human
- They want to be more accessible
- They hope to involve consumers in their strategy
- They want to be fashion
- They want to become more visible
- They hope to sell more
- Others (can you precisely)

Question B. What do you expect from a brand that communicates on Social Media?
- Information about new product / service
- Participate to contests
- Participate to the design of product / service
- Participate in previews of the brand
- Have good deals
- To be informed in first about event of the brand
- Becoming member of the brand community
- Others (can you precisely)
7. On Internet, are you member or fan of a brand (fan on Facebook brand page, member of company website)?
   ☐ Yes  ☐ No

8. On social media, do you think it is important that companies consider your comments in their strategy?
   ☐ Unimportant  ☐ Of Little Importance  ☐ Moderately Important  ☐ Very Important

9. With Social Media, do you think have more influence on business?
   ☐ Very Probably Not  ☐ Probably Not  ☐ Probably  ☐ Very Probably

10. How old are you?
    ☐ 18 - 25 years  ☐ 26 - 35 years  ☐ 36 - 45 years  ☐ 46 - 55 years  ☐ 66 - 65 years  ☐ 65 years and more
Appendix 17: Semi-structured interview

**Theme 1: Traditional and Social Media**

1. What does your company to communicate to consumers?
2. What feedback did you get on your communication?
3. How do you think that traditional advertising influence your customers?
4. Today, in each way, do you think that it’s important to conserve traditional advertising?
5. What role does Social Media play in your communication strategy?
6. What tools do you use on social media?
7. How do you think that consumer content is important to consider in your strategy?

**Theme 2: Trust**

8. How do you think consumer trust in consumer peer and social media?
9. Sometimes journalist and influencer are bribed; in each way do you think that consumer trust in them?
10. Do you already have paid someone to post comment on Social Media?
11. How do you think that it can be influence consumer?
12. How do you think that it is ethical?

**Theme 3: New thinking in Marketing**

13. What do you think about the raise of world of mouth and its consequences on companies?
14. What is your opinion concerning the new powers that confers Social Media to consumer and company?
15. What do you think about “retaining existed consumer” and “acquiring new prospect”?
16. And finally, what do you think about community?
Appendix 18: Semi-structured interview - Citroën

Aurélie Buisson – “Marketing and Business Strategy Officer” in 2010 in Marketing and Communication department of Citroën Ireland.

Responsible of:

- Social network strategy
- To define price by car range
- To create event
- press relation management
- Promotion staff management

Theme 1: Traditional and Social Media

1. What does your company to communicate to consumers?

“In our company, we have had a small advertising budget so we didn’t advertise in Magazine and few in TV (one advertisement).

We invited journalists as the Irish Times, Irish Independent, Top gear, and other TV and Radio journalists in Killarney house to play Golf, to try car and to dinner.

We allocated our budget to communicate through social network as Twitter and Facebook in term of Customer Relationship Management and to purpose games to consumer to engage them.

To support these games, we also posted flyers and posters in car dealership and distributed flyers in cities to invite people to play games in order to win a sojourn at Paris for example.

We also created punctual event in Ireland as car exposition in mall or “Tarmac championship” rally for example, because lot of people are grouped in the main city and it allowed us to reach most of our target.”
2. **What feedback did you get on your communication?**

“For the game, to win billet in Paris through flyers, we have had some feedbacks. Indeed, we were able to see which people answered when they returned in car dealer to post theirs tickets but it was few people. Through internet, there were more people and it was easier to assess the feedback with the number of visit on our website.

For the event it was difficult to assess the feedback, the car exposition in mall was more about making Citroën known, whereas the rally it was more about making the brand image better because people already know the car industry.

Thanks to the journalist’s invitation, we have had a lot of positive feedback with articles in the press and we create consumer feedback in Twitter and Facebook in posting those articles on our website. This created an impact because our brand becomes known in Ireland.

For TV advertisement we have had bad feedback on social networks because it was about the singer John Lennon who talked about stopping to look backwards and to look forwards with the new C3 car. Unfortunately, it was not in line with Ireland culture.

But the easier way to have an impact is sending e-mail to existing customers.”

3. **How do you think that traditional advertising influence your customers?**

“I think that traditional media reaches and touches a lot of consumer in an extended way. In fact it depends on which communication channel you use, because following what you choose, it touches and influences different type of people.”

4. **Today, in each way, do you think that it’s important to conserve traditional advertising?**

“Yes, because it’s not the same target as social network and we can diffuse different messages.”

5. **What role does Social Media play in your communication strategy?**

As our budget was low, it was a cheaper and an easier way to touch our customers and a good solution against the economic crisis. Moreover as we wanted communicate on the new C3 car, our target was young people and the most of them
was on social network. We used social network as a Customer Relationship Management because most of them are on this channel when they want buy car or already have bought one.

Indeed, generally, people go on social network when they know the brand and in this case want to keep informed, to become customer or fan of our brand. Our goal was not to become known but to make loyal our customer by for example exclusive offer. In fact, we create a competition game only present in social network with a visit in Paris as reward to brand followers or special reduction offer thanks to a special code that they get.

   - **Do you have other way to make your customers loyal?**

Yes, for example we have had a strong database concerning consumer purchases with the different date, the purchase amount, and the type of customer family... And we use all these information to send special reduction offer to customers in order to they buy another car with a great deal for them.

6. **What tools do you use on social media?**

“As I said, we used Facebook to communicate on our brand with content and pictures to make aware consumer about our event, products, offers and values in “like electric car” for example. In fact in adding content and pictures we make human our brand. It’s also about to allow journalist and social media user to resume our quality content in their own communication channel.

And Twitter is more about looking for people who are talking about our brand. For example, the “mention” system is a tool on twitter which allowed us to landmark all consumers who talk about Citroën only in Ireland. Thanks to this, we can directly answer to this people, to be aware of their talk or find influencer to reach and to convince them to follow our brand.

Through these two ways, we are able to create a real Citroën network, to add more people to enhance tweets, to continue to dialogue on our brand and to engage influent people as journalist for example.
So, social media is really important to company strategy in order to be interactive with customer and in our case touch a dynamic and young target.”

7. **How do you think that consumer content is important to consider in your strategy?**

“The user feedback is obviously really important to consider but it is difficult to answer to all customer recommendation in our position, it was more about make customer loyal. But when there were big problems highlighted on social network, we sent the information to Paris headquarters. In fact at this level, they receive complain from customers by email and mail and they set up a quality monitoring dedicated to manage it.”

**Theme 2: Trust**

8. **How do you think consumer trust in consumer peer and social media?**

“I think that consumer have always trust more in consumer peer than company, it’s why social media is influent because it is human and a good way to interact with other people. However, they are suspicious with fake consumer profile.”

9. **Sometimes journalist and influencer are bribed; in each way do you think that consumer trust in them?**

“I think that they can be bribed but some of them are honest and that consumer recognizes them, it’s why it’s important to find honest influencer. It’s why we choose the “Irish times” to advertise our brand for example.”

10. **Do you already have paid someone to post comment on Social Media?**

“We paid any people to post or say good things about our brand, but as we were responsible of the social network strategy, it happens that we have created some Twitter and Facebook account to posted comment as “I saw the new C3, this car is really beautiful” or “This weekend I went to Citroën exposure, the presentation was really nice”. But review like that are post without value judgement on the car and was really soft.”
11. **How do you think that it can be influence consumer?**
Consumers use lot of different channel to do their own opinion by looking for different advices and reviews, to see if those converge. Through social media, consumer knows in which channels and people they can have trust. “

12. **How do you think that it is ethical?**
“I think that consumer is really clever and knows this phenomenon on social media. I don’t know if it is ethical but I know that is a new way to advertise and that consumer are aware of that. But companies have to pay attention in which way they use this strategy because it can be dangerous for the brand image.”

**Theme 3: New thinking in Marketing**

13. **What do you think about the raise of world of mouth and its consequences on companies?**
“The word of mouth exists for a lot of year and especially in the car industry because it’s a thoughtful act of-buying. So word of mouth is essential in our company.

We are aware about it raised by social media and instead of to undergo, it’s important to control our e-reputation, to be proactive and to control customer content.

Social network is not really a way to advertise but more a way to recover information from the consumer. It allows the company to have a feedback from customer.

For example one of our car dealing created his own offer without forecast Citroën, it was “One Citroën buy, one household appliance offer”. This offer was not in line to Citroën strategy and one consumer tweet was: “Citroën have sunk very low”.

14. **What is your opinion concerning the new powers that confers Social Media to consumer and company?**
“With internet, companies have learned to diversify and to adapt themselves to new communication tools. The consumer can have more information on company and when the product is good it allow them to vehicle good word-of-mouth. So, customers have always had the power, but company can adapt themselves to them.”
15. What do you think about “retaining existed consumer” and “acquiring new prospect”?

“The loyalty has always been really important, as we know, and retaining existing customer is less expensive than to reach new ones. Make your customer loyal attracts new ones by good word-of-mouth. Moreover, in the automobile sector, loyalty is really important because it’s about the rate of customers who buy again a car in our company. Acquiring new customer is important but it is not a key point.”

16. And finally, what do you think about community?

“We have any community but for example communities are created by their own, with people who post pictures on our Facebook. In fact, I think that community depends on the product. And for my part, I will not integrate a community if I’m not fan. I use to looking on forum or blog if I need of information.”
Appendix 19: Semi-structured interview – Smart Tour

Fabio Carvalho – “CEO” from 2009
Smart Tour
Responsible of:
- Marketing
- Sells
- Accounting Financial
- Communication
- Operational

**Theme 1: Traditional and Social Media**

1. **What does your company to communicate to consumers?**

“We use principally Social Media to communicate to our consumer as Facebook, Orkut and Twitter.

We have our own Facebook page which allows us to advertise, to promote, to post event, to send e-mail and to tag people who was in our trip. Indeed, we are adding a lot of customers and pictures of them from the visit tour, in order to those friends see pictures and go to our Facebook page.

Orkut is a Brazilian Social Media, it looks like LinckedIn with the grouping of different community. We have created our profile picture and when consumer click on our profile to see offers, their friends can see that they went to our profile. On Orkut, we can also posting advertise on the different community. This Social Media is really interesting because it can reach a huge list of community.

We also use Twitter to twit information on ours trips but we don’t use a lot because our target doesn’t really utilize this social network.

Next to these Social networks, we are also partner on blogs. It means that bloggers promote our business in their blog and we promote their business in our Web Site.
We have also our own Web Site for consumer and customer can have easily access to
our offers and to reserve their Ireland trip.

We distribute flyers in school and colleges in Ireland to reach more people than on
Social Media and we have also special partnership with Brazilian Shop to promote
our business.

In Ireland, we have partnership with other business which have the same target as us.
Thereby, we can exchange contact in order to send SMS to new target with our
offers.

For example, we don’t use magazine because with Facebook and Orkut, we can
reach the same consumer as it reach and moreover it is too expensive.

2. What feedback did you get on your communication?
“We get more feedback from people on Facebook, Orkut and SMS because the target
is really wide on this channel. Customers that come from blogs are really important
for our business because when they contact our company, they are really interested
by our offer. The only problem that is that we can’t be allow to measure them.”

3. How do you think that traditional advertising influence your customers?
“We don’t really use traditional advertising but for example flyers allow us to reach
another target than Social Media. Before we wanted to reach only Brazilian
community but now we are open to add new customer. Now, we focus we business
on different nationality, it’s why use weisite (SEO) to appearing at the bottom page
in adding news content to stay in the top.

Traditional advertisement is good but with Social Media we can reach more people
(thousand and thousand people) it’s why I spend a lot of time on Social Media.”

4. Today, in each way, do you think that it’s important to conserve
traditional advertising?
“The problem with that traditional Ads is really expensive and I think that Social
media will be difficult later because all will be the same. Later traditional will be
more effective maybe. But we need to use everything today, it depend on budget, it is
why Social Media is good because is free.”
5. **What role does Social Media play in your communication strategy?**

“For my business, when customers finished trip, they are no more interested to continue to stay into our business. It’s why it is so important to add new people and to promote other community. For example, we try to add customer on our trip in order to add pictures of them to our page and those pages as well as their friends can see it and visit our page. Maybe friends of them have the same interested and wanted to travel as well. But after, Social Media depend on each business...”

6. **What tools do you use on social media?**

Research for information about company and research for people who will be susceptible to be interested by our business (find which people tell about “Ireland”). On Twitter, for example, it is easy to spread information, add a lot of community and then tweet, after this community will receive all information related to us.

With Facebook and Orkut, we can add friends, post advertisement, send messages. You can also target people with advertisement (as targeting only people speaking Portuguese, live in Ireland or have a certain age for example). We also can create event with all our contact.

We also are able to contact a lot of different companies which work on the same target, add their contact on our event or suggest friends to our page.

It is all about partnership to share friends.”

7. **How do you think that consumer content is important to consider in your strategy?**

“Really important. We need to know what consumer wants to answer.”

**Theme 2: Trust**

8. **How do you think consumer trust in consumer peer and social media?**

“When you have profile on Social Media, you get feedback on your customer. Feedback on Social Media is more trust because it is real profile contrary to website. For example on a blog, company can pay people, consumers don’t know about that. Social Media is really about feedback, testimonials and you can either check if it is real person in the other side if you are not confident. For example through LinkedIn,
it’s better to give your profile to your employee than CV, because on a CV you can lie whereas on social media not. The reason is that because your friends can see that your lie so, nobody is going to lie. Social media = feedback”

9. Sometimes journalist and influencer are bribed; in each way do you think that consumer trust in them?
Consumer trusts in them, because sometimes they don’t know that they are bribed.

10. Do you already have paid someone to post comment on Social Media?
“In our company in Brazil, it exist a Press Relation Office. It is a person who created content about company and send to journalists, in order to convince them that it is really interesting to publish it.
If they found this content interesting, they will post it on magazines, newspapers and blogs.
So, they create articles, check contents if it is good for customer and create advertisement related to our business.
We don’t use “yet” (laugh) to create fake content. For the moment, we just allow ourselves to have a consultant in order to check and create good contents.
But a lot of people do that. We don’t need because we have a lot of real customers who can add comment, good review and testimonials.
Company are used it because they have not good testimonial contrary to us. The impact of a bad consumer review will also depend on his influence.

11. How do you think that it can be influence consumer?
Some people don’t know about this strategy and can be influence by these good testimonials and reviews.

12. How do you think that it is ethical?
Not. Company want to make more money, business is business.
Theme 3: New thinking in Marketing

13. What do you think about the raise of world of mouth and its consequences on companies?

“It is excellent for good service and product but not for bad business. From bad customer experience, consumer can post comment on his profile. So, in this situation, companies have to deal with this people in contacting him in order to offer gift or reduction to recover him. Companies have always to contact them directly and work on the problem. It is much better than say “I don’t care about my customer”. It is better to fix the problem to change his mind. So, it is important to answer to bad feedback.

14. What is your opinion concerning the new powers that confers Social Media to consumer and company?

Consumers have more power than before. It exists many more Facebook event nowadays. For example, in Brazil, there is a contest against an oil company, against oil price. More than 1.000.000 million people are in this event and nobody will buy oil from this company until August.

But, also today, company can more manipulate people. Social Media is good for Marketing and to put advertising.

15. What do you think about “retaining existed consumer” and “acquiring new prospect”?

All depend on the business. For our business about trip in Ireland, customers are not interested to repeat trip that they already did. So, we will develop as soon as more possible other offer as, paint ball, Kart or Bowling to keep our existing customers in Ireland. We also offer through our Facebook page and Orkut, discount offer for group of people and for example after visit in Ireland, we organize event or party to keep in touch with our customers.

For our company in Brazil it is really important to keep existing consumer because as we have a lot of partnership in other country we can offer other service than exchange program for student to our customer. Customer has advantage to stay with
us for long time to get, for example, jobs in different country with our partner, after have attending our courses in Ireland.

16. And finally, what do you think about community?
It’s really good because new customers can get good feedback from existing customer. It encourages people to post experience and it is good for consumer to see good real comment.
Theme 1: Traditional and Social Media

1. What does your company to communicate to consumers?

“For our company we use Internet through our website and we appear on the “Pages Jaunes website” which allows consumer to find easily organization in order to contact them.

For our customers we create communication support with principally Internet website and print as booklet or poster.”

2. What feedback did you get on your communication?

“For “8 Bis Communication” you have had really few feedbacks whereas for our customers, feedbacks were quite good.

Indeed, consumers like the proximity and the intuitiveness of website that we have created but also like our print creation because those are concrete and easy to grip.”

3. How do you think that traditional advertising influence your customers?

“Without doubt, the influence on consumer happens with the repetition of the advertisement. Products or services are known thanks to the multiplicity of the support they used. It is in this sense that traditional advertising play an important role (top of mind).”

4. Today, in each way, do you think that it’s important to conserve traditional advertising?
“It is important to conserve traditional advertising in the way that it allows to the brand to stay in mind of consumer, in order to multiply communication channel used.”

5. What role does Social Media play in your communication strategy?
We don’t use it.

6. What tools do you use on social media?
So, we don’t use tools on it.

7. How do you think that consumer content is important to consider in your strategy?
“It is really important to analyse consumer feedbacks. We are in the communication “time to time” and it does mean that “companies purpose and are waiting an answer from consumer”. Consumer opinion is really important because they are becoming an entire target to take in consideration for all business.

Theme 2: Trust

8. How do you think consumer trust in consumer peer and social media?
“In the way of it is an advice from a friends, I think consumer is really influenced. As Social Media is it really personal, I think that the trust is total.”

9. Sometimes journalist and influencer are bribed; in each way do you think that consumer trust in them?
“I think consumers trust the most of time on them. Consumer also, crossed different information in order to have an own opinion.”

10. Do you already have paid someone to post comment on Social Media?
“Never.”

11. How do you think that it can be influence consumer?
“It obviously influence consumer. “Consumer advice” is necessarily impacting.”

12. How do you think that it is ethical?
“It is a new strategy, it isn’t ethic in there.”
Theme 3: New thinking in Marketing

13. What do you think about the raise of world of mouth and its consequences on companies?

“It is on the current trend. Business is developing with it. Word-of-mouth brings company development and it is rather positive.”

14. What is your opinion concerning the new powers that confers Social Media to consumer and company?

“It is a relation more direct and it is rather good. Information circulates more quickly and business becomes more mature.

15. What do you think about “retaining existed consumer” and “acquiring new prospect”?

“It is a really old concept! Today it is better to say: make loyal your existing customers and seduce new ones.”

16. And finally, what do you think about community?

“I think it is sympathetic. Group effect is goof for brand. It is created a core target more interesting for brands, as well as for advocates of the product or service.
Appendix 21: Repetition enhances believability (Edelman, 2011, p21)

Repetition enhances believability

How many times in general do you need to hear something about a specific company to believe that information is likely to be true?

- 3-5 times (59%)
- Three times (3), 33%
- Four or Five times (4-5), 26%
- Six to Nine times (6-9), 8%
- Don’t know, 2%
- Once (1), 4%
- Ten or more times (10+), 6%


What matters for corporate reputation:
Quality, transparency, trust, employee welfare most important

How important are these factors to corporate reputation?

- High quality products or services: 69%
- Transparent and honest business practices: 65%
- Company I can trust: 65%
- Trusts employees well: 63%
- Communicates frequently: 55%
- Prices fairly: 66%
- Good corporate citizen: 61%
- Innovator: 46%
- Widely admired leadership: 39%
- Financial returns to investors: 39%

Responses 1-9 on 1-9 scale; 9=highest; Informed public ages 25 to 64

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