“An exploration of social media strategies in the Meeting, Incentive, Conference, Exhibition; (MICE) market in France”

Dissertation submitted in part fulfilment of the requirements for the degree of MSc Marketing at Dublin Business School

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MSc Marketing

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I, Julia RASSON, declare that the work described in this dissertation is, except where otherwise stated, entirely my own work and has not been submitted as any type of exercise for a degree at this or any other college/university.

It is being submitted fulfilment of the requirements for the degree of MSc Marketing at Dublin Business School.
AKNOWLEDGMENTS

The realization of this work comes with the completion of several months of effort necessary for the performance of my studies and my personal development. This project allowed me to deepen an area of expertise in which I invested myself for several years. Literally transcribe the result of my reflection and justify it in a concrete way was for me a great satisfaction. Firstly, I want to thank the Dublin Business School. Through this organization, obviously all stakeholders and supervisory staff who put me in their best to allow me to complete this work. The year 2017 allowed me to gain valuable knowledge and allowed me to greatly develop myself. Without all this and the Dublin Business School, I would probably never been able to conclude my undertaking.

I would like to thank Benjamin Couronne, Pauline Pillon, Caroline Plateau, Aviva Rutel, and William Martin, for accepting to take part of this dissertation and for offering me precious information.

I would like to thank M. Michael Maguire, who brilliantly supervised me through this dissertation process.

Finally, I would like to thank my family and my friends for their support during all stages of my project.

I can now conclude my graduation degree and devote myself to my new position as conference Producer in South Africa.
The 21st century is marked by a new global business world in which companies face new challenges, and are presented with new opportunities. In a highly competitive and interconnected world, social media is becoming a pivotal, and unavoidable tool in all marketing strategies. Consumers’ expectations and needs are now related to a brands’ social media presence. The event market is growing in France, and it’s driven by innovations in digital technology. Although companies can be overwhelmed by all the options available, they must design strategies that are adapted to meet the needs of their consumers and prospects. The Meeting, Incentives, Conferences, Exhibitions, called “MICE” market will be the main market studied in this dissertation. The dissertation starts with the objective of offering an understanding of the social media evolution. The second aim here is to understand the vender’s side and explore the current practices about social media in the MICE market. Then, the consumer’s side is studied by understanding their social media needs regarding an event in the MICE market. The next objective of this study is to compare the different ways social media is used, and make recommendations about social media strategies. The research explores the social media strategies used in the Meeting, Incentive, Conference, Exhibition (MICE). Qualitative and quantitative data collection methods are used to collect the primary data for this research. The qualitative study, which brings elements about the providers’ perspectives, was realized through primary data collected from interviews with five managers in event management. The quantitative study was carried out following a survey sample of eighty individuals, actors, in the French MICE market.

Keywords: MICE Market, social media strategies, event management, social media practices
LIST OF FIGURES

Figure 1 : Market Shares MICE Market IBTM events .......................................................... 2
Figure 2 : Number of social media users worldwide from 2010 to 2021 (in billions) .... 5
Figure 3 : Demographics composition % of Major Social Networks .................................. 5
Figure 4 : Typology of planned events, Getz 2008 ............................................................... 16
Figure 5 : Iso-Ahola’s motivation theory ............................................................................ 17
Figure 6 : The research onion by Saunders (2012) ............................................................. 26
Figure 7 : Forms of interviews Saunders et Al, 2012 .......................................................... 30

FIGURE 8 : INTERVIEWEES - QUESTION 1: “WHEN DID YOUR COMPANY START ADOPTING/USING SOCIAL MEDIA STRATEGIES?” .................................................. 35
Figure 9 : INTERVIEWEES - QUESTION 2: “WHAT ARE THE CHANGES YOU HAVE SEEN FROM THE INITIAL USES TO HOW SOCIAL MEDIA ARE USED NOW?” .......................... 36
Figure 10 : INTERVIEWEES - QUESTION 3- WHAT ARE THE PURPOSES OF YOUR SOCIAL MEDIA STRATEGY? ....................................................................................... 37
Figure 11 : INTERVIEWEES - QUESTION 4- WHAT SOCIAL MEDIA CHANNELS DO YOU USE? ......................................................................................................................... 38
Figure 12 : INTERVIEWEES - QUESTION 5- WHAT HAS BEEN YOUR OWN COMPANY'S EXPERIENCE IN RESPECT OF COMMUNICATION AND PR BY USING SOCIAL MEDIA? .... 39
Figure 13 : INTERVIEWEES - QUESTION 6- DO YOU USE A PROCESS OR A FRAMEWORK TO DESIGN YOUR SOCIAL MEDIA STRATEGY? ...................................................... 40
Figure 14 : INTERVIEWEES - QUESTION 8- WHAT IS YOUR OPINION ON RELATIONSHIP BETWEEN ATTENDANCE MOTIVATION AND SOCIAL MEDIA? ............................... 42
Figure 15 : INTERVIEWEES - QUESTION 8- WHAT IS YOUR OPINION ON RELATIONSHIP BETWEEN ATTENDANCE MOTIVATION AND SOCIAL MEDIA? ............................... 43
Figure 16 : INTERVIEWEES – QUESTION 10 – HOW DO YOU DEFINE COMMUNITIES ON SOCIAL MEDIA? .............................................................................................................. 44
Figure 17 : INTERVIEWEES – QUESTION 11 – ON WHAT CRITERIA DO YOU BASE YOUR SOCIAL MEDIA STRATEGY? ......................................................................................... 45
Figure 18 : INTERVIEWEES – QUESTION 12 – WHAT IS YOUR OPINION ABOUT PAID ADS ON SOCIAL MEDIA? ........................................................................................................ 46
Figure 19 : INTERVIEWEES – QUESTION 13 – HOW DO YOU MEASURE YOUR ONLINE STRATEGY? ....................................................................................................................... 47
Figure 20 : QUESTIONNAIRE- QUESTION 1: “WHAT IS YOUR AGE?” ............................ 49
Figure 21 : QUESTIONNAIRE - QUESTION 2- WHAT IS YOUR PROFESSIONAL STATUS? .... 50
Figure 22 : QUESTIONNAIRE - QUESTION 3- DO YOU USE SOCIAL MEDIA ? .............. 51
Figure 23 : QUESTIONNAIRE - QUESTION 4 - WHAT ARE YOUR REASONS OF USING SOCIAL MEDIA ? ............................................................................................................... 52
Figure 24 : QUESTIONNAIRE - QUESTION 5 - IF A PROFESSIONAL EVENT (SEMINAR, TRADE SHOW, CONFERENCE...) COMMUNICATES ON SOCIAL MEDIA, DO YOU THINK THAT COULD ENCourage YOU TO PARTICIPATE? .................................................................................... 53
Figure 25 : QUESTIONNAIRE - QUESTION 6 - WHAT COULD IMPACT YOUR PARTICIPATION ? .............................................................................................................................. 54
Figure 26 : QUESTIONNAIRE - QUESTION 7 - WHAT SOCIAL MEDIA DO YOU USE ? ... 55
Figure 27 : QUESTIONNAIRE - QUESTION 8 - HOW MANY INSTITUTIONAL EVENTS HAVE YOU ATTENDED IN THE LAST 3 YEARS? ........................................................................... 56
Figure 28 : QUESTIONNAIRE - QUESTION 9 - WHAT TYPE OF EVENT WAS IT?THEY? ................................................................................................................................. 57
Figure 29 : QUESTIONNAIRE - QUESTION 10- BEFORE A PROFESSIONAL EVENT, WHAT WOULD YOU LIKE TO FIND ON SOCIAL MEDIA ABOUT IT? .................................. 58
Figure 30 : QUESTIONNAIRE - QUESTION 11- DURING A PROFESSIONAL EVENT, WHAT WOULD YOU LIKE TO FIND ON SOCIAL MEDIA ABOUT IT? ........................................ 59
Figure 31 : QUESTIONNAIRE - QUESTION 12- AFTER A PROFESSIONAL EVENT, WHAT WOULD YPU LIKE TO FIND ON SOCIAL MEDIA ABOUT IT? ............................... 60
Figure 32: QUESTIONNAIRE - QUESTION 13: "STILL AFTER THE EVENT, DO YOU REMOVE YOUR SUBSCRIPTIONS OR LIKES ON SOCIAL MEDIA PAGES OF THE EVENT? 61
Figure 33: LEARNING STYLES DEFINED BY KOLB THROUGH EXPERIMENTAL LEARNING THEORY (2007) .............................................................. 82
Figure 34: LEARNING STYLES DEFINED BY HONEY AND MUMFORD (1992) ............. 82
Figure 35: THE LEARNING CYCLE (MUMFORD, 1995) ........................................... 83

LIST OF TABLES

Table 1: List of interviewees ................................................................................. 31
Table 2: List of interviewees ................................................................................. 34
Table 3: What are the negative and the positive impact of social media? .......... 41
Table 4: Question 14 - How optimistic are you about the future of the MICE market? . 48
# TABLE OF CONTENTS

DECLARATION .................................................................................................................. 2
AKNOWLEDGMENTS ........................................................................................................ 3
ABSTRACT .......................................................................................................................... 4

1. CHAPTER ONE - INTRODUCTION ............................................................................. 1
   1.1. Aims for the research .............................................................................................. 1
       1.1.1. Background ...................................................................................................... 1
       1.1.2. Research question .......................................................................................... 3
   1.2. Rationale for the research ...................................................................................... 4
   1.3. Recipients of the research .................................................................................... 7
   1.4. Suitability of Researcher for the Research ........................................................... 7
   1.5. Time, cost and project management ..................................................................... 8
   1.6. Organization of the dissertation .......................................................................... 8

2. CHAPTER TWO - LITERATURE REVIEW .................................................................... 9
   2.1. Introduction .......................................................................................................... 9
   2.2. Social media ......................................................................................................... 9
       2.2.1. Participation on social media ......................................................................... 10
       2.2.2. Influence on social media ............................................................................ 12
       2.2.3. Success of social media strategies ................................................................. 13
       2.2.4. Communication and Public Relation (PR) ..................................................... 13
       2.2.5. Social media seems to have made brands less significant ............................ 14
   2.3. Fundamentals of event management .................................................................. 15
       2.3.1. Events definitions .......................................................................................... 15
       2.3.2. Events attendance motivation ....................................................................... 17
       2.3.3. IMC in Event management .......................................................................... 18
   2.4. Event management and social media networks .................................................. 19
       2.4.1. Social media strategies fundamentals in event management ......................... 19
       2.4.2. Use of social media strategies in event communication ............................... 21
   2.5. Conclusion ........................................................................................................... 23

3. CHAPTER THREE - METHODOLOGY ........................................................................ 25
   3.1. Research methods introduction ............................................................................ 25
   3.2. Research design .................................................................................................... 25
   3.3. Research philosophy ............................................................................................. 26
   3.4. Research approach ................................................................................................ 27
   3.5. Research strategy .................................................................................................. 27
   3.6. Research choice ...................................................................................................... 27
   3.7. Time Horizon ........................................................................................................ 28
   3.8. Data Collection ...................................................................................................... 28
       3.8.1. Secondary Data Collection .......................................................................... 28
3.8.2. Primary Quantitative Data Collection ........................................... 28
3.8.2.1. In depth Interviews....................................................................... 29
3.8.2.2. Online questionnaire .................................................................... 30
3.8.3. Data analysis .................................................................................... 30
3.8.3.1. In depth interview ........................................................................ 30
3.8.3.2. Online questionnaire .................................................................... 30
3.9. Population and Sample ............................................................................ 31
3.9.1. In depth interviews sample .............................................................. 31
3.9.2. Online questionnaire sample ............................................................. 31
3.10. Ethical Issues ......................................................................................... 32
3.11. Limitations to the Research .................................................................. 32
4. Chapter FOUR - Presentation of findings ............................................... 34
4.1. Introduction ............................................................................................ 34
4.2. Quantitative data presentation................................................................. 34
4.2.1. Interviews.......................................................................................... 34
4.2.1.1. The evolution of social media strategies in MICE market ............... 35
4.2.1.1.1. The companies’ starting point towards social media ................. 35
4.2.1.1.2. The changes seen from initial uses to current uses...................... 36
4.2.1.2. Purposes of the Social media strategy ............................................ 37
4.2.1.3. Uses of social media Channels ...................................................... 38
4.2.1.4. Communication and PR in social media strategies ......................... 39
4.2.1.5. Consumers attitudes towards social media ...................................... 41
4.2.1.6. Practices identifications and measurement ...................................... 45
4.3. Qualitative Data Presentation .................................................................. 49
4.3.1. Questionnaire results ........................................................................ 49
5. CHAPTER 5 - DISCUSSION....................................................................... 63
5.1. Objective 1 ........................................................................................... 63
5.2. Objective 2 ........................................................................................... 63
5.3. Objective 3 ........................................................................................... 69
6. CHAPTER 6 - CONCLUSION ..................................................................... 73
6.1. Conclusion ............................................................................................ 73
6.1.1. Objectives fulfilment ......................................................................... 73
6.1.2. Opportunities .................................................................................... 78
6.1.3. Limitations ......................................................................................... 78
6.2. Recommendations and directions for future research ......................... 79
6.2.1. Recommendations ............................................................................ 79
6.2.2. Directions for future research ........................................................... 79
7. CHAPTER 7 - SELF REFLECTION .............................................................. 81
7.1. Introduction ............................................................................................ 81
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.2.</td>
<td>Learning style theories</td>
<td>81</td>
</tr>
<tr>
<td>7.3.</td>
<td>Personal achievements</td>
<td>84</td>
</tr>
<tr>
<td>7.4.</td>
<td>Issues encountered</td>
<td>84</td>
</tr>
<tr>
<td>7.5.</td>
<td>Skills development</td>
<td>84</td>
</tr>
<tr>
<td>7.5.1.</td>
<td>Time management skills</td>
<td>85</td>
</tr>
<tr>
<td>7.5.2.</td>
<td>Communication and relationship skills</td>
<td>85</td>
</tr>
<tr>
<td>7.5.3.</td>
<td>Project management skills</td>
<td>85</td>
</tr>
<tr>
<td>7.5.4.</td>
<td>Academic skills</td>
<td>85</td>
</tr>
<tr>
<td>7.6.</td>
<td>Learning applications in the future</td>
<td>86</td>
</tr>
<tr>
<td>7.7.</td>
<td>Conclusions</td>
<td>86</td>
</tr>
<tr>
<td></td>
<td>REFERENCE LIST</td>
<td>87</td>
</tr>
<tr>
<td></td>
<td>APPENDIX</td>
<td>91</td>
</tr>
<tr>
<td>Appendix 1</td>
<td>Logbook &amp; Planning</td>
<td>91</td>
</tr>
<tr>
<td>Appendix 2</td>
<td></td>
<td>96</td>
</tr>
<tr>
<td>Appendix 3</td>
<td>IMC Process Model</td>
<td>97</td>
</tr>
<tr>
<td>Appendix 4</td>
<td>The Hutter – Hennink Qualitative research cycle</td>
<td>98</td>
</tr>
<tr>
<td>Appendix 5</td>
<td>The sampling techniques</td>
<td>99</td>
</tr>
<tr>
<td>Appendix 6</td>
<td>Interviews</td>
<td>100</td>
</tr>
<tr>
<td>Appendix 7</td>
<td>Original questionnaire – French version</td>
<td>163</td>
</tr>
</tbody>
</table>
1. CHAPTER ONE – INTRODUCTION

1.1. AIMS FOR THE RESEARCH

Much research has been done in the field of social media, despite its recent emergence, but very few to identify their uses, and assets in the event management space. Social media strategies defined in the MICE market have never been studied before, which leaves a gap to explore. Consumer behavior through these social media channels must be determined, and their relationships in the MICE market need to be found, in order to uncover opportunities for brands.

Moreover, event organizers must adapt their marketing strategies by using social media channels, since the event communication and information panorama is splintered and fragmented, as it is now a real challenge for consumers to find the right information about events online. Event companies need to catch event consumers on the relevant channels and deliver the adequate message at the right time. The event industry had become an integral part of the marketing world; it is not only a social tool, but it brings business actors together to generate leads, to make profit and to do business.

1.1.1. BACKGROUND

MICE market

The term “MICE” in the context of event management is the acronym of ‘Meeting, Incentive, Conference, Exhibition’. It refers to the group tourism market where organisers work on planning and facilitating meeting, conferences, seminars, and exhibitions.

According to The International Association of Professional Congress Organizers (IAPCO), a meeting is defined as a group of individuals going to a place for a common activity. A conference is similar but defined more precisely as a ‘participatory meeting designed for discussion, fact-finding, problem solving and consultation’. This term does not have a frequency connation, but underlines the exchange of specific information. An incentive is defined as a meeting event included in a preestablished program which is offered to attendees in order to reward a performance. An exhibition is an event at which products and services are displayed, it is either the main reason for the event, or it is considered as a one of the components of the overall event. (IAPCO, 2009).

Market share between industries are different regarding the type of events as we can see in the IBTM Meetings Industry’s report in 2013. (See figure 1 below)
We registered 3,511 million French event organizers in 2016 (MyLodgeEvent Agency, 2016). The MICE (Meeting, Incentives, Conferences, Exhibitions) market in France represents 7.5 billion economic benefits per year with 120,000 employees in France. (Monnot, 2015). France is ranked at the fourth position in the World in terms of events numbers: we counted more than six hundred events in 2016/ (UNIMEV, 2016).

The MICE market is changing and brands must adapt strategies to the needs of digital consumers. Research shows social media has a significant impact on marketing around events management. (Pasanen & Konu, 2016). The social media evolution is a great opportunity for this niche market to grow and to meet consumers’ expectation.

Social media

We define social media, also named Social network sites (SNSs) as websites which allow individuals to “construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system” (Danah, Nicole, 2007).

The concept of social media started in the mid-to-late 1990s, when Internet users could create their own websites. Basically, Social Media’s goals are to give the ability for individuals to communicate, to interact and engage conversations via the Internet. Social media includes the use of all interactive platforms such as blogs, social networks, wikis and so on.
Since 2000s, social media had become an entire part of the Internet concept and totally redefined individuals’ behaviors, the way people interact and communicate. (Mayfield, 2008).

Numbers have shown that on the 7.5 billion inhabitants, 3.81 billion are Internet users (51%) and 2.91 billion are active on social networks (39% of the world population), and the time on social networks is around 1h20 a day in France. (We are Social, 2016)

The number of users of social networks has exploded in the last past years, whether in France or worldwide. Several reasons can explain this significant growth: increased Internet speeds, especially on mobile phones (3G, 4G, etc.), lowered the cost of computers and smartphones, improved platforms and social applications, and so on. Today, in France, we count 33 million Facebook users, 28.6 million YouTube users, 16 million Twitter users, 11 million Snapchat users, 10.8 WhatsApp users, 9.6 million LinkedIn users and 3.1 million Pinterest users. (Tiz Digital Agency, 2017).

The use of social media is everywhere; it reaches everyone, all demographic and psychographic elements combined, in both personal and professional life.

That is the reason why companies now develop solid social media strategies, and this is especially the case in the Event Market, and the MICE market defined earlier.

Social media is full of resources in terms of information, and help to develop adapted, personalized and segmented strategies.

Through this dissertation, we will explore the social media strategies inside the MICE market, and understand what are the opportunities for event brands to meet social media users’ expectations.

1.1.2. RESEARCH QUESTION

Many studies have been conducted separately on social media and event management since these topics are interrelated. However, as they are recent topics, frameworks and theories from these topics are not developed as much as they could be.

In these areas there is gap in the knowledge that can be solved simply by associating one with another. The aim of this work is to bring together these two subjects showing how social media is used and their effective use for events in the MICE niche market. This naturally led us to the research question of this study How is social media used in the MICE market in France?
To be more specific in the response of the research question, the choice was made to meet the following objectives:

1) To establish the French MICE industry’s marketing evolution, collecting information from experts that explain the importance and use of social media in this context

2) To understand how social media in the MICE French Market is used by vendors and to what ends

3) To define consumer needs and preferences towards social media in the MICE market

4) To Identify and compare strategies used in MICE management in France, and develop recommendations for uses in the French MICE market

1.2. RATIONALE FOR THE RESEARCH

As the digital Era is still evolving every day, tools, technologies and strategies are evolving in the same way. Companies invest more and more in digital strategies, and integrate totally the digital aspect in their process, through the internal and the external. The management itself has changed, the skills required are digital oriented, the measure of the investment has changed. It is the new way, the unavoidable way to do marketing today. (Burton, 2009)

As a part of the broad digital strategies, social media are one of most important pillars in the digital process. (Rousta, 2017).

As the number of social media users is incredibly growing around the World (see figure 2 below), brands have to innovate, and have to personalize strategies.
Their budgets allowed are more important, skills required are different, and the management makes the whole company understand the digital and social media impacts on the company’s health. (Burton, 2009). They want and must adapt themselves to social media users which have different uses and so needs, and this point is related to demographics aspects. As we can see in the comScore Media Metrix's study in US, all ages are concerned by social media, in a way or another. (figure 3 Below)
As we know, social media strategies are used for all brands, which include product brands, service brands and for event brands. This study will respond to the correlation of these two topics: Social Media and event management, which are both evolving. The research through this area is important as the findings will underline new trends, and will assess recommendations which will have an impact on marketers decisions regarding to new technologies, and digital world evolution.

France and its 33 million Facebook users illustrates that the fact that people need connections, in real life, and online, in personal life, and in work life. These connections allow gathering information, and stimulate individuals, and give them a certain status and help them to identify themselves in different online communities. The participation with social media is related to these factors, and participation is linked to the engagement on social media which is the measure of shares, comments and likes for an online page. All social media processes have an impact on users, in one way or another.

Network cohesion, structure, and the centrality are the keys to social media success. Indeed, social media success stories depend on the ability to connect people with same interests, and values and who are interested in sharing opinions and information. This leads social media users to feel like they belong to a community which increases consumers’ satisfaction. Once all consumers’ expectations are understood, the communication and the PR strategies can be established.

Regarding the 'Union Française des métiers de l’événement', which is the French Union of the trades of the event management, the market has changed in the country due to the terrorist attacks. People need to be reassured, and due to the patriotism, which emerges from the attacks, consumers need to connect more than before about the event they are about to go. Moreover, the growth forecast is 1.6% for 2017, allowing France to regain a rhythm close to its European partners, and the event market is stable. The French MICE market is full of opportunities due to the French material and financial resources, the image of the country, and the work field presence.

To illustrate the research, the existing knowledge about social media and event management has been compared to quantitative and qualitative data gathered, during this dissertation research process. The findings of this research would be useful for event organizers as they have information about how they should orientate their social media strategies.
1.3. **RECIPIENTS OF THE RESEARCH**

Recipients for the research are mainly, the Dublin Business School, the researcher’s supervisor M. Michael J. Maguire, and myself Julia Rasson, the researcher of this dissertation in Sciences of Marketing at the Dublin Business School.

The other recipients of this dissertation are:

1) Benjamin Couronne, Event Manager at IAMAG MASTER CLASSES  
2) Pauline Pillon, Marketing Manager at CovoitIci  
3) Caroline Plateau, Marketing Manager at Spintelligent  
4) Aviva Rutel, Marketing Manager at Repère Communication  
5) William Martin, Event Manager at Feel Good Sport

They have agreed to contribute in this dissertation and to use the research in their own companies.

This study will benefit all event managers and the marketing department who use social media through their marketing strategies, as it shows them a new approach to social media strategies, and use it to add content, interaction and consumers involvement to their events.

This study will also benefit IT departments, and research departments (data analysts), which will find out about new channels, and new uses, and so will coordinate their work with other departments.

1.4. **SUITABILITY OF RESEARCHER FOR THE RESEARCH**

**Education background**

Before becoming a student in Sciences of Marketing at the Dublin Business School, I studied communication and marketing at ISEG Lyon (European Higher Institute of Management) for five years to first obtain a Bachelor's in Marketing and Communication and then a Master "Event manager". During these five years, I have studied Event strategies, press relation, Marketing and communication Strategies offline and online. I have been studying theory related to these topics and their changes as and when they happened.

**Professional background**

As a researcher, I have a particular interest in this topic due to my previous experience in event management. I worked in South Africa and in Kenya for a year around the management, the organization, the development and deployment of business
conferences in the Mining, Power and Oil and Gas domains as a conference producer. I have knowledge about conference Management, its issues, its goals and its optimization. Event Management represents an area that I want to explore and to gain expertise, it is the main element of my professional identity.

**Personal characteristics**

I intend to better understand additional content through listening and speaking in situations such as group discussions. That is why I have chosen to conduct interviews as qualitative research.

These subjects are still evolving and changing, and I am the kind of person who needs to work on new topics, emerging trends and evolving topics. That is why I have chosen ‘Event Management’ which is defined as a new topic, and ‘social media’ which is a topic linked to digital marketing and obviously changing every day.

1.5. **TIME, COST AND PROJECT MANAGEMENT**

Conduction this dissertation involves different factors in terms of time cost and project management. Cost management is related to the meeting process with people involved in this dissertation as the researcher has to travel to meet the interviewed.

Time and project management are explained in the Gant chart and the Logbook (appendix 1)

1.6. **ORGANIZATION OF THE DISSERTATION**

This dissertation is organized in 7 chapters which are linked to each other. The first chapter, is the introduction which explain the dissertation title, question, objectives, rationale that leads to the choice of Subject.

The second chapter is the Literature Review, states key principles and notions to acknowledge in order to understand the scope of the subject and the dissertation.

The third chapter, is the methodology part, and explains the methodological elements chosen which fit the dissertation. The fourth chapter establishes findings of the data collection from the primary research. The fifth chapter is a discussion and an analysis of the findings. The sixth chapter is ‘Conclusions and Recommendations’ which gives recommendations, and advice based on the previous chapters. The seventh explain the writer’s Self-reflection towards the dissertation process.
2. CHAPTER TWO - LITERATURE REVIEW

2.1. INTRODUCTION

A literature review provides a foundation on which the research will be built. (Saunders, 2015).

This literature search includes books, articles in journal or professional literature, library databases such as the online catalog or bibliographic databases. This literature review is a logical flow of the topic and brings new thinking and conclusions related to the research question which is ‘What are social media strategies used in the MICE market?’

Several components will be studied and related to different themes.
First, we will introduce social media, their concepts and theories. We will explain social media participation and influence, and success. As the last part of the first theme, communication and Public relations in the social media field will be studied.
Secondly, we will study the event management fundamentals and definitions. Then, events attendance motivation, which leads us to the Integrated Marketing in event management.
Thirdly we will link these two previous themes and study social media inside the event management market.

2.2. SOCIAL MEDIA

We define social media, also named Social network sites (SNSs) as websites which allow individuals to “construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system” (Danah, Nicole, 2007).

Users interact with people, and brands, regarding content which can be pictures, articles, videos via different types of social media such as Facebook, Youtube, Twitter, Instagram, LinkedIn, Pinterest, Tumblr, and Google+ which are considered as the most influential and popular sites.

The overall number of Facebook users in France, which is 30.39 million users in 2016, is expected to reach 33.61 million people by 2021. In 2016, in France, 79% of individuals aged from 12 to 17, 94% of people aged from 18 to 24, and 82% of 25 to 39 were daily social media users. (Statista, 2016)

Social media usages have increased, and their natures themselves have changed in the last few years that is the reason why brands must take advantages regarding this enormous trend, and include it as a real part of their communications. Consumers expect
to find brands on social media, these social media users are ready and already interact with brands, and brands gather information through these social networks. Social media become an unavoidable part of the strategy. By using them, the aim is to gain and to retain consumer’s attention.

Since the 2000s, social media had become an entire part of the Internet concept, especially when we know that we count more than 2 billion Facebook users around the world. (Mayfield, 2008).

Social media is not a fad. It used to be popular in 2008/2009 when Facebook and Twitter were booming, and when a lot of companies were quick to dismiss social media as the trend of the moment.

This point of view was abandoned a couple of years later, when everyone was using social media. Whether it is a Facebook profile, a LinkedIn profile or a blog, everybody is involved with social media in one way or another, and numbers are unprecedented. (Carmen Boscolo, 2014)

Dann and Dann in 2011 described Social media as formed with the following interconnected elements: social interaction, content, and communication media. (Dann& Dann, 2011).

Regarding the consumers side, and the main reasons and purposes of using social media, the study conducted by GlobalWebIndex in 2014 stated that: unsurprisingly, the strongest motivation is staying in touch with friends, especially to find out what they are doing. Finding the latest news and current events is the second main reason. At the same level in the ranking wandering (passing one’s time) is cited as the 3rd motivation. Finding funny content, such as articles and videos, is the third reason and at the same level in the ranking it is the sharing of its opinions that motivates users.

The sixth big reason for being in social networks is the desire to share photos and videos with others.

Right after the seventh reason people say they are there to follow their friends. They implicitly state that their presence in social networks is more of an influence than a personal choice. We can link this reason with the 1st reason. (Aissaoui, 2014)

2.2.1. PARTICIPATION ON SOCIAL MEDIA

In 2017, seventy-one percent of worldwide internet users are social networks users. (Statista, 2017). It is important here to understand what are the participation’s reasons for using social media. According to Wakso and Faraj in 2015, motivations are classified into three different categories which are structural, cognitive and relational capital. The
first one, structural capital, relates to the connection aspect between people, who use social media to network. The cognitive capital refers to the information, and knowledge gathered through discussions between users. Finally, the relational capital is the status participant take from the trust in the communities.

Communities and conversation are pivotal characteristics of social media participation. The purpose of social media is not about sharing press releases, or marketing base lines, but it is about creating relevant content on relevant channel, and so value. Through this point, discussions will be created, and they will give birth to communities, if they are leaded with a human manner. (Boscolo, 2014)

Thus, continuous communities have been introduced by social media. (Solaris, 2017). They are stronger than basic online communities since they are reinforced by offline interaction, and combine online and offline worlds, and include a real sense of belonging. Communities lead and drive the event image (Wakso, and Farai, 2015)

In the research, the authors found that reputational enhancement is the most important social media user’ motivation. (Wakso and Faraj, 2015) Moreover, inside the online communities, the information and knowledge sharing increases when people have a strong identification and use the same language, lexical field and share the same values. (Chiu, Hsu, and Wang, 2006). People use social media to communicate with their friends, and to gather information about actualities, other topics and events. Indeed, the gratification aspect here is pivotal because it underlines the importance of participants’ image. (Raacke and Bonds-Raacke, 2008).

The size of the network influences the online participation due to the size of the information available on it, and so that is why Facebook, which is one of the biggest existing social media still registers participants every day, and will still have a huge economic potential for years. (Foster et al., 2010. P9)

Five elements have been finding out about social media motivation in Foster and al studies in 2010, their elements are the community membership aspect, the information value, the concerns of participations, the friendship connections and the confidence. Community membership refers to the fact that people need to belong to a community, which reassures them. Information value refers to the quality and relevance of the online content perceived by users. Friendship connections is the fact that people communicate in a continuous way with friends and family. Finally, the confidence motive is the worry of having a damaged image by participating, and interacting with the community. (Foster et al., 2010).
2.2.2. INFLUENCE ON SOCIAL MEDIA

Coming up with the participation and motivation, the online influence on user’s aspect of social media is fundamental. Social influence is defined by Kelman in 1974 as ‘a socially inducted behavior change that occurs whenever a person changes his/her behavior as a result of induction by another group’. The induction here can be unintentional, which is based on good faith, for example when someone wants to show or explain something that convinces the other party, or it can be intentional by persuading or even ordering. The social influence theory establishes three different stages which are compliance, identification and internalization. Compliance is when people comply with the point of views of people who are important to them. Identification is the attachment and belonging regarding the community. Finally, the internalization is the acceptation of the influence, based on values and opinion of the community. (Kelman, 1974).

On social media, people interact with each other, they have common interests, ask for help, and share ideas, although social media users can be influenced by members’ point of views, and opinions. Nowadays, because of its importance, the Internet had become an influencer itself. Thus, the social influence can be applied to online social influences thanks on the fact that they are constructed by the same elements.

In 2011, Zhou studied the online social influence and proclaimed that the participation intention is affected by the social identity and the group norm, which represent the identification and internalization of the social influence described earlier. The subjective norm, which reflects the compliance, does not impact the user’s participation attention, and so does not influence the users effectively. The social identity is affected by the group norm since it makes social media users believe they belong to the community, they are legitimate members, and so they identify themselves through the community by accepting rules and norms. Moreover, the social identity and group norm affect the participation intention, so the influence itself on social media users.

Trusov, Bodapati, and Bucklin, in 2010 studied the specific users who most influence others via their activities. Users should be influencing each other to an extent thanks to the social presence is based on the social influence. It is pivotal for marketers to identify influential users on social media, in order to adapt the communication strategies. Trusov, Bodapati, and Bucklin found that around one-fifth of a social media user’s friends can influence others via activities on the social media.
2.2.3. SUCCESS OF SOCIAL MEDIA STRATEGIES

Social media usage is increasing around the world, and the use cases are diversifying. Elements that determine the success of a social media platform have been developed and defined.

Indeed, the success of a social media platform is based on the network cohesion, the network structure, and the network centrality regarding Tora et al studies. The network cohesion is the connections’ importance, density; the network structure is the type of members; the network centrality is ‘the boundaries between the center and the edge of network users’ (Toral et al., 2009)

Moreover, the success of social media refers to the ability to connect people with same interests and values, it is about linking social factors. It depends on the members’ ability to help and share good and relevant information. The moderation is an important aspect too, because it shows to members that the social media network is controlled, and it gives credibility.

The number of users, the frequency of posting, the time spent on the social network, and the number of visitors are elements to analyze to adapt the online strategy, and show the quality and success of the social media. These numbers are quantitative and qualitative data, which define the type, the form and the current image of the social media.

As the success of a social network depends on the consumer’s satisfaction, the belonging of a community (Delone and McLean, 2003), brands must deeply understand consumers’ expectations, and assets to build relationships based on trust. The success of social media is defined by several elements which help to define the communication and PR online.

For social media to succeed, the SOSTAC model, defined by Smith, and summarized in appendix 2 commonly used by successful companies, and by politicians, to design communication strategy and can be applied to digital strategies, since it includes social media elements and codes; (Smith, 2009). This model is divided in five parts which are Situation analysis, Objectives, Strategy, Tactics, Actions, Control, (SOSTAC).

2.2.4. COMMUNICATION AND PUBLIC RELATION (PR)

Social networks are the new tools to establish communication and PR strategies. Robert J. Key says that “Public relations in the digital age requires understanding how your key constituents are gathering and sharing information and then influencing them at key points. Doing so requires strategies that embrace the digital age” (Robert J. Key, 2005,p. 19)
Because social media faces several challenges such as getting a suitable Advertising, creating relevant content, turning followers into customers, managing time and productivity, having traffic on websites and other social media pages; marketers must now base strategies on trends and real consumers behavior. We are now in the “real time communication Era” (Meerman, 2011). For example, in the conference industry, audience members now connect with each other in real time, while speakers are presenting the conference, and this allows attendees to discuss content as it is being delivered, which can bring a new virtual audience, sometimes from the other side of the World. Allowing the audience to discuss content as it is being delivered can be done by using Hashtags on Twitter, which opens the event to the World. People post videos and pictures in real time, which makes the event alive, available, visible. (Meerman, 2011).

Several new tools like “Blogs”, which are a kind of social media, have emerged and had become pivotal part of the communication and PR strategy process. Edelman, defined blogs as “easily published, personal websites that serve as sources of commentary, opinion and uncensored, unfiltered sources of information on a variety of topics.” (Edelman, 2005). Blogs are integrated with other tools and platforms, like the Website for example.

Twitter and Microblogging are included in the PR and Communication strategies. We define microblogging as a type of blogging which limits the size of posts. For example, the Twitter platform which allows only 140 characters per post. It improves consumers insights, like buzz, news, or information. Social media allow brands to establish and enhance the company’s image, to make research through consumers information, such as reviews, rates, comments., and so to target the communication.

Social media offer many new opportunities for public relation; however, it is a double-edged sword, Boscolo, in 2014 declared that “social media allow event brands to reach more people, more easily than ever before and to respond in real-time to audience feedback. On another hand social media do not give the total control about what is being said, and by whom, and it takes a lot of time and skills to manage this point (Boscolo, 2014). Social media impact the brand anyway, whether it is beneficial or not, and managers must embrace the opportunities to make it beneficial.

2.2.5. SOCIAL MEDIA SEEMS TO HAVE MADE BRANDS LESS SIGNIFICANT

Regarding Douglas Hold, brands succeed when they break through in culture, and branding relates to generate cultural relevance between individuals and brands. As digital technologies created new social networks but dramatically disturbed how culture works. Indeed, it created crowd culture, which changed the branding phenomenon (Hold,
2016). At the beginning of the digital Era, brands’ entertainment was articulated around popular entertainment, which was about cinematic tricks, songs, and empathetic characters and made sense for all individuals. These techniques were efficient since “the entertainment media were oligopolies, so cultural competition was limited” (Hold, 2016). Branding techniques were promoted via TV shows, and events; and fans had limited access to this, so brands took the intermediaries roles. For instance, fast food chains used to sponsor blockbuster films, and luxury autos brands’ organized gold or tennis competitions under their names. Then, “the rise of technologies that allowed audiences to opt out of ads, made it much harder for brands to buy fame” and brands had to compete with real entertainment, and put efforts to create creative content, which was compared to Hollywood level (Hold, 2016). These digital efforts made companies believed that “if they create content and deliver it at internet speed, they could gather engaged audiences around their brands”. That is the birth of branded content; however, these brands will have to face the new competition: the crowd culture.

Initially, mass media and brands used to diffuse new ideas into the mass market. Social media has changed the rules, since it brings communities together wherever people live, so communities are densely networked, and influence each other towards their cultures, and create new ideologies. This create subcultures, since we can find crowd culture about any subject, and these subcultures are democratized by social media. Members put together new ideas, practices, products, and cultural innovators and their markets have become one and unique element (Hold, 2016). The culture, which is used for branding, is created and owned by individuals, towards subcultures. Brands cannot compete, and are less relevant in this new sphere, people have little interest in the brand content now. Companies face a structural issue, instead of creative issue. Communities lead the cultural sphere on the Internet, and crowd culture decrease the brand content’s impact. To be efficient, brands need to understand their targets, their cultures, the subcultures they refer to, their concerns. Companies must focus on this leverage and not on the social media themselves, to improve their online relevance.

2.3. Fundamentals of Event Management

2.3.1. Events Definitions

Events are defined as a’ spatial–temporal phenomenon, and each is unique because of interactions among the setting, people, and management systems, including design elements and the program.’ (Getz, 2005). Attendees go to events to enjoy the ephemeral and unique aspect. As the event importance help to achieve strategic goals, the need for professional event management is pivotal in the industry. We consider event management as the ‘field of study and area of professional practice devoted to the
design, production and management of planned events, encompassing festivals and other celebrations, entertainment, recreation, political and state, scientific, sport and arts events, those in the domain of business and corporate affairs (including meetings, conventions, fairs, and exhibitions), and those in the private domain including rites of passage such as weddings and parties, and social events for affinity groups’ (Getz, 2008 p.404). Even management defined as a profession started in 1885 with the International Association of Fairs and Expositions (IAFE), which used and instituted the event management definition. (Getz, 2008). The event industry and its concepts started a long time ago, but the profession itself was developed, and emerged only during the 1950s and 1960s especially with the emergence of educational institutions which included this work field in their degrees programs. (Getz, 2008).

Getz created a figure of different typologies of events which is based on their forms, and so includes differences about the purpose and the program. These proposed kinds of events are classified regarding Cultural celebrations, political and state, arts and entertainment, education and scientific, sport competition, recreational, private events, and Business and trade, which the one specifically studies in this dissertation.

FIGURE 4 : TYPOLOGY OF PLANNED EVENTS, GETZ 2008

http://www.coris.uniroma1.it/sites/default/files/12.08.39_Event%20Tourism%20GE TZ.pdf

The success and performance of events are related to the profits, communications outcomes, and the conclusion of the attendees’ experience. That is the reason why we need to understand and explain the attendance motivation regarding events management.
2.3.2. EVENTS ATTENDANCE MOTIVATION

Many authors have been studying motivation in event management and found out that motivation is related to ‘the seeking and escaping theory’, explained and defined by Iso-Ahola, in 1980. This theory, which is used in the Tourism event management, is based on the sense of self determination, and sense of intrinsic motivation regarding the leisure participation, the free-time activity participation, and the obligatory nonwork activity participation. (See figure below)

![ISO-AHOLA'S MOTIVATION THEORY](http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.999.6277&rep=rep1&type=pdf)

Getz defined motivations as coming from the generic benefits of entertainment and diversion, socializing and doing something new (Getz, 2015).

Moreover, if we use Crompton’s framework (1979) we can include seven elements in motivation theory which are Novelty, Socialization, Prestige/Status, Rest and Relaxation, Education Value/Intellectual enrichment, Enhancing Kinship and Relations/Family, Togetherness, and Regression. Novelty refers to the desire of looking for new experiences, socialization is the interaction with others. Prestige and status are the perceived position wanted by the attendees. Rest and relaxation refer to the escape from
the daily life, while education value/ intellectual enrichment refers to gather knowledge. Finally enhancing kinship explains the desire to engage with others, and build relationships. (Crompton and Mckay, 1997)

This powerful framework is usually used in the Festival management, but can totally be applied in the MICE market, and professional events.

In the MICE market, consumers must attend conferences because of their professional and educational content, or the networking opportunities.

Funk et al in 2009 created the SPEED- facets of motivation which frames: Socialization, Performance, Excitement, Esteem and Diversion. This is based on previous studies in the sports event market about attendance motivation.

There are three reasons that determines investments in attendance motivation are beneficial: first, it helps to design the event regarding real needs and beliefs of attendees and be able to provide what they need during the event. Secondly, if attendees had a good previous experience of an event as it met expectations, and needs, the next experience will be impacted, and because the relationship between motivation and satisfaction is close, investments in motivation are definitely beneficial. Thirdly, it is pivotal to understand the motives in order to understand the decision-making process, which will help marketers to enhance strategies. (Crompton and McKay, 1997) This point is based on previous research in festival management, and motivations.

2.3.3. IMC IN EVENT MANAGEMENT

Integrated Marketing and Communication (IMC) concept refers to focus the promotion as the main communication element, and this communication is obviously includes digital. IMC is now in all strategies due to the competitive market, the growth of online media, and the changing consumer’s behavior. Duncan (2002) stated that ‘IMC builds relationships that build brands’. Bowdin et al in 2006 created an IMC framework, specifically for events, which is adapted from the Duncan’s IMC framework. The IMC process for events (see appendix 3) shown the importance of IMC Mix and used channels like advertising, e-marketing, sales promotion, public relations, and other tools, which help to engage with consumers. Advertising here relates to a paid promotion, via all available channels such as offline and traditional channels: television, newspapers, radio, outdoors advertising or online channels such as the internet or mobile advertising. Traditional channels such as television, magazines, radio have high costs, if there is no sponsoring partnership between the event and the channel, that is the reason why only a few companies use traditional channels to promote their events. E-marketing refers to
all the online marketing practices, such as online advertising or social media advertising. Sales promotions are offered discounts or special offers. “Public relations” is the process of keeping a favorable public image, through several tools like newsletter or press conferences for example. Direct marketing relates to mailing, telephone marketing tools, and uses information of previous attendance experiences, such as demographics. (Bowdin et al., 2006).

Depending on the event’s size, the best channels are different. For example, for a huge event targeting mass market, traditional channels can be useful such as television or radio, and for a smaller event like local exhibition marketers will preferably use online communication, local communication or world of mouth communication. For some events, a package of different channels is required and efficient (Bowdin et al., 2006).

Nowadays, the internet era has been changing the advertising methods, and it is unavoidable to include online strategies in event communication. Studies have been done around events themselves and event’s websites content, and these studies have shown that consumers are attracted by relevant content. For example, in the sports industry, Filo and Funk (2005) established that ‘Sport organizations should determine the specific features that drive consumer interest in their sports product and then ensure its presence in Internet marketing communication’ (Filo and Funk, 2005)

Event strategies are community oriented, brands want to bring people together, to share a common experience around the event. That is why, community tools such as social media are useful for event communication.

### 2.4. EVENT MANAGEMENT AND SOCIAL MEDIA NETWORKS

#### 2.4.1. SOCIAL MEDIA STRATEGIES FUNDAMENTALS IN EVENT MANAGEMENT

Even though we see an incredible growth of using social media in the event market, not all events must use social media, and not with the same magnitude. Targets use social media at different stages, and for different purposes. During an event, not all targets use social media. (Meerman, 2011)

Social media is good for events, if the strategy is not based on assumptions only. It is not because a direct competitor uses social media that the company should use the same strategy or angle. As Social media are changing and evolving, the strategy must be updated and adapted as often as possible.
Events promoted through social media are viewed as more credible regarding Moise And Cruceru, in 2014. Social media strategies used in event strategies are factors of success as companies connect more closely with their audience. (Moise & Cruceru, 2014)

To achieve goals, the correct needs must be identified, in order to choose the best social network. Research is a pivotal part of the strategy; the target must be clearly defined and understood. The measurement must be clear, and will help to conduct a successful strategy. Around the social media strategy, it is essential to create the right team to conduct it, and clearly design roles of each member of the team. These points will avoid cognitive dissonance based on high hopes, and negative attitude about technology and social media.

Social media strategies must be based on results only, and not on beliefs. The strategy, if well planned, can allow selling more tickets, can allow to improve awareness and reputation, and boost satisfaction. It is all about results and numbers such as numbers of tickets sold, positive RP, customer service costs, attendance rates and satisfaction. (Boscolo, 2014). As social media strategies are investments, they need to be measured. In the reality of the market, event brands do not regularly measure their social media, since they do not find efficient tools to do it, or they do not how to do it. (Julius Solaris, 2017) Julius Solaris states that “Recognizing the need of having a measurement system in place is the first step to making sense of social media and reconciling it with your wider business.”. However, measurement tools exist, such as social media analytics, and google analytics tools. Understanding the metrics is useful, as number of likes, or retweets, that are named intrinsic analytics because they only are relevant in the social context. Measurement can be done via ticket sales, attendance rates, qualified leads, website conversion rates, return on investment, and customer satisfaction rates. More specifically, brands can measure the number of early bird tickets sold, if there is an early bird ticket campaign, brands can measure the number of click-throughs to the website, the number of click throughs to the registration page, the number of positive mentions of the event. (Boscolo et al, 2014).

Benchmarking and research here is fundamental, and it needs to be analyzed correctly. The analysis of the competition answers several questions such as finding out if competitors use social media, understand why so, what kind of social networks they use, what are their results, their engagement. Here the point is to understand in the market, what is the level of engagement, for similar events strategies. Here it is important to underline that depending on the strategies, visible results do not show automatically the real engagement’s level. For example, the number of followers on Twitter can be false or
fake because brands can buy followers online. On the other hand, a small but strong community on social media can have a huge positive impact on an event.

Through this benchmarking, it will help marketers to choose the right social networks and media. It is a delicate and a pivotal step in the strategy. Choosing appropriated social networks is related to the goals defined and the target’s behavior. Creating personas is an efficient tool to define what are the target’s needs and match them with the social networks used.

Personas are about creating the ‘perfect’ attendee, and describing him/her on details in order to understand him/her clearly. Personas answer the question ‘how’ at each level of information. (location, behavior, use of traditional media, use of digital media...) Once you match personas with the behavior around networks, you have a solid assumption to base your strategy on.

If the marketers cannot use personas as a tool, because of a lack of information, brands have to ask their audience directly. Once again, social media strategies cannot be based on weak assumptions.

2.4.2. USE OF SOCIAL MEDIA STRATEGIES IN EVENT COMMUNICATION

The use of social media in event communication aims to promote events themselves, to create a community around the event, and so build relationships with consumers and prospects. The success of social media strategies is based on the design of a solid strategy, which is related to efficient tools and channels. Events on social media can be created as pages, and give information about the event about the venue, people involved, sponsors, offers, and even create an RSVP list.

Social media allow events brands to send messages via groups or even individually, which help to personalize the communication.

Nowadays, strong events organizations such as “International Association of Venue Managers” declare that it is pivotal to have someone dedicated to managing all social media. The importance of social media must be included and understood by the whole company.

The reasons why social media strategies in event should be used are that they generate leads, they help to engage and discuss around the brand. It is obvious that social media impact the events success since it helps to get closer from consumers and prospects. (Meeman, 2011)

A particular aspect of social media use in event communication is the time management. Indeed, brands do not communicate with the same intensity, and with the same
message before, during and after the event. It is pivotal to adapt the angle regarding the
time aspect of the event.
Boscolo in 2014, declares that there are several rules to follow in social media strategies
for events. Firstly, it is important to understand the tone and manner, which means the
brands must keep a coherent angle and message. For example, switching from an
engaging angle, to a commercial angle could damage the image. Secondly, events
brands must know their target, in terms of demographics and interest, since social
media allow brands to target consumers based on these criteria and keywords. Then,
events must know their metrics, since for example engagement and satisfaction are
pivotal elements of the strategy, it is fundamental to understand how consumers engage
and are satisfied on each social media, indeed the measurement is different. Then, it is
important to estimate the real costs of the social media strategy, in terms of channels
costs, time costs, and labor costs. It is important to know the competitors and their
social media strategy, on order to estimate their position on social media, and to target
them and their own audience. Finally, event brands must know their organic
opportunities since free opportunities can propel great engagement. (Boscolo and al,
2014)

Moreover, since events are unique spatial–temporal phenomenon, and unique
(Getz,2005), the communication process is totally different according to the timing of
the event itself.
In “the Event Tech Bible”, written by Julius Solaris, the author establishes strategies
regarding the due time. Social media is divided into three uses by Solaris, which are
engagement, research and marketing.
Before the event the leverage tactics is the “social media engagement tactics”, which
is linked to the continuous communities explained earlier, since it allows
communities to gather before the event. The author suggests that the use of the
hashtag on the major social networks is the first step, since it easily brings people
together. (Boscolo et al, 2014). By using other platforms, and by applying this same
process, social media and other tools, such as mobile apps, allow audiences to
connect with other attendees, to discuss topics, to schedule meetings at the event
itself, to check bios, to see other social networking handles, and to get
recommendations. (Solaris, 2017). Creating an event page or event group on social
media is a good way to expand the audience, since group pages have benefits beyond
event invitations such as announcements, discussions, questions which stimulates
networking. All these elements since they give information to attendees, help to reduce
their stress. (Solaris, 2017).
Social media for research is part of the strategy process. Social media offer the opportunity to gather information about consumers and prospects, since brands can find online who talk about the event, what are they talking about, who lead discussions. Once this information is gathered, it helps to target this specific audience, it allows to invite influential people, and it allow to focus the social media strategy. Third, social media in event management are used for marketing. The main thing is the service event brands provide on social media. Indeed, the shared content offers value to the audience. Social media embrace the reasons of coming to the event, which are: to learn and expand knowledge, to establish expertise in the area, and to network and connect. Marketing technics can be employed to develop this point such as posting content about the performers, speakers, and exhibitors, creating conversations on "hot" or controversial topics, posting information about the venue or the location.

Customer service is done through social media since they are great platforms to provide all the information needed like: venue access, how to download the event app, keynote session. It is a natural platform for complaints since the number of users is large, most audiences will go to Facebook to complain. Social media allows to manage customer service before during and after your event (Solaris, 2017).

Social media is a powerful tool for the event feedback, because it gives access to comments, compliments and complaints, it gives measurement to the performance, and allows to get insights about attendees.

In event management, social media is used for engagement, research, marketing and customer service; and this applies at different time regarding the event date. Indeed, brands communicate differently if it is before, during or after the event.

2.5. CONCLUSION

Social media is the new way of communicating, of sharing, expressing ourselves and promoting things. People interact with these social network sites to communicate with other people, communities and this includes brands. Brands build strong relationships with consumers on social media in terms of displaying, customer service, chatting and so on.

As social media are now used for different purposes, they have different forms. Social media participation and influence lead us to forms of online communication and PR. Events have different typologies, and this field had become an entire work field. Success in event management is related to event attendance motivation, which now refers to IMC strategies. Nowadays, event management and social media are connected topics, since the correlation of these topics increases the success of the event itself.
Social media strategies are based on the process of marketing strategies, which follow the process of segmentation, targeting, and differentiation. These criteria are related to the consumer's culture, values and beliefs which create consumers habits. The use of social media is culturally build through cultures and subcultures.
3. CHAPTER THREE – METHODOLOGY

3.1. RESEARCH METHODS INTRODUCTION

The primary research aims to determine how social media strategies influence the MICE market. This following explains how the research was guided and conducted. It will define the research design, the research philosophy, the sampling process, the data collection, the data analysis, the ethical considerations, et the limitations. This chapter is related to the following objectives:

1) Establish the French MICE industry’s marketing evolution, collecting information from experts that explain the importance and use of social media in this context

2) Understand how social media in the MICE French Market is used by vendors and to what ends

3) Define consumer needs and preferences towards social media in the MICE market

4) To Identify and compare strategies used in MICE management in France, and develop recommendations

3.2. RESEARCH DESIGN

The research design aims to help understanding the process of gathering data. The first part of this chapter will establish the research philosophy, the second part will be focused on research approaches, then the research strategies and the research methods will be discussed. Finally, the ethical aspect and the limitations of the research conclude this chapter.

These following sections are summarized regarding to “The research onion” (see figure 6 below).
3.3. RESEARCH PHILOSOPHY

The research philosophy will have a direct impact on the understanding and on the methods used of this dissertation because it is related to the development of knowledge and the nature of that knowledge (Saunders, 2015).

Four philosophies have been defined: positivism, realism, interpretivism and pragmatism, and all of them are related to a specific environment and context. (Saunders, 2009). The positivism philosophy will be used in the dissertation since it provides explanations and predictions for the future. The positivism philosophy relates to believing in a single and unchanging reality. It correlates human behavior and external factors. (Ozanne & Hudson, 1989). A protocol is required by using positivism philosophy because we need accurate and repeatable findings that can be applied to the general population, the researcher makes conscious effort to not influence the results. This philosophy allows using facts to underline causal relationships.

“Positivist” has been critical for some time in the human sciences because it tends to subscribe to many ideas that have no place in present-day science and philosophy (Hanzel, 2010).
3.4.  RESEARCH APPROACH

According to Saunders (2012, p. 144), we can identify three different research approaches: deduction, induction, and abduction. In order to fit the purpose of this dissertation, which is exploring the relationship between social media strategies used and the MICE market in France; the inductive approach will be used. As the gathered data is used to examine a consecutive phenomenon, this collected data will help to create a pattern, and then will help to give conceptual frameworks and theories.

3.5.  RESEARCH STRATEGY

The different research strategies have specific emphasis and scope, in order to achieve different types of objectives. These strategies are defined as "the methodological link between your philosophy and subsequent choice of methods to collect and analyze data". (Denzin and Lincoln, 2005). Research strategies can be based on quantitative, qualitative or multiple methods. (Saunders, 2012)

We distinguish the relevance of different research strategies which are: experiment, survey, archival research, case study, ethnography, action research, grounded theory and narrative inquiry.

Thanks to this dissertation’s research philosophy and approach, the most relevant strategy is the narrative enquiry and the survey strategy.

- Narrative enquiry: By using the narrative inquiry, in depth interviews will be conducted. The participants’ experiences will constitute the data. This narrative inquiry gives the opportunity to connect events and actions into a ‘meaningful whole’ (Saunders, 2015). By using this process, ‘it may allow the researcher to ‘gain access to deeper organizational realities, closely linked to their members’ (Gabriel & Griffiths, 2004)

- The survey strategy: it is used mostly for exploratory research, which is the case in this dissertation. To collect and standardize data, and make comparisons which are reliable. In this dissertation, the survey strategy when we collect data about social media users’ needs. A survey strategy is simple to administer. This strategy has limits, for example that the advancement of the research depends on the questionnaire’s return.

3.6.  RESEARCH CHOICE
Regarding the research Onion by Saunders, in 2009 (Figure 6), three research choices exist: mono method, which is the use of one research approach, the multi method which refers to a wide type of methods, and the mixed method which relates to quantitative and qualitative research. This last mixed method research choice is the one used in this study. This choice seems to be the most suitable because it gives in breadth and depth of knowledge and understanding, and gives the opportunity for triangulation which is the use of different methods to explore the same concept.

3.7. TIME HORIZON

We define two types of time horizon in terms of observational studies; the cross sectional and the longitudinal. (Saunders et al, 2009).

Through this dissertation process, we use the cross-sectional time horizon thanks to the fact that the period is limited, and the data collection process is realized at a certain point.

The advantage of this method is that it allows to compare variables at the same time. Nonetheless, cross sectional studies do not explore information about cause and effect relationships.

3.8. DATA COLLECTION

3.8.1. SECONDARY DATA COLLECTION

Secondary data will be used in a first time of this dissertation’s process it refers to collect data that include quantitative and qualitative. This data is collected in order to meet objectives, as they are useful sources, and add knowledge to start answering the research question. (Saunders, 2012).

It exists three different categories of secondary data such as “documentary”, “survey” and "multiple source". (Brygman, 1989).

The secondary data collected passes via multiple sources such as books, reports, newspapers and because of the huge number of accessible data, only most recent and relevant articles will be collected. It will come from academic papers and surveys in the event management field and social media field.

3.8.2. PRIMARY QUANTITATIVE DATA COLLECTION
For the purpose of the dissertation, a mixed method is used. To obtain qualitative data, in depth interviews will be conducted, and to obtain quantitative data, an online survey will be conducted. These points will be detailed afterwards. It is pivotal to efficiently choose data variables as it will impact the design of questionnaires and interviews. It exists three types of data variables that can serve a research which are ‘behavioral variables’, ‘opinion variables’ and ‘attributes variables’. (Dillman, 2009)

Behavioral variables refer to respondents’ behaviors in the past, in the future, or even now. Opinion variables are related to respondent’s feelings, thoughts and beliefs about a topic. Attributes variables are respondents’ characteristics and own aspects. (Saunders, 2012).

The sampling population of this research have been designed regarding the Data requirement table (p. 425, Research Methods for business students, 6th edition). The Hutter-Hennink qualitative research cycle model (Hutter-Hinnink, 2010) have been used to design questions, and questions are built regarding the research question and objectives of the research. (See appendix 4)

3.8.2.1. IN DEPTH INTERVIEWS

Three different types of interviews exist (See figure 7 below) which are «structured interviews”, semi-structured interviews”, “unstructured interviews” categories (Saunders et al, 2012). In this dissertation we will conduct semi structured interviews as we need to understand general concepts in a deep way, and let the respondent speak freely about a subject but guide the him/her and set clear instructions. It provides comparable and reliable qualitative data.
Six different interviews will be conducted to gain different point of views and information, in order to compare and confront them. These interviews will be face to face and are from 45” to an hour. Face to face interviews allow the researcher to have physical stimuli which helps to get more relevant responses.

3.8.2. ONLINE QUESTIONNAIRE

To gather quantitative data, an online questionnaire will be developed. It is considered as useful since it allows to have a large amount of information. Questionnaires are used in explanatory studies, which is the case of a survey strategy. (Saunders et al, 2012). Same questions will be asked to different respondents, which will give us reliable data. Another advantage of this tool is that it is simple to administer, and to interpret.

3.8.3. DATA ANALYSIS

3.8.3.1. IN DEPTH INTERVIEW

During the in-depth interview process, notes will be taken, and in order to record the interview, we will use a Dictaphone, only if the respondent gave his/her consent. In order to compare, confront and analyze the collected data, we will use a software.

3.8.3.2. ONLINE QUESTIONNAIRE

To analyze quantitative data, it exists many software which are useful in this process. We will use the Google Form tool, which allows to analyze qualitative data from the questionnaire.
3.9. POPULATION AND SAMPLE

The goal of this data collection is to gain information about characteristics and parameters of the studied population. The population studied in this dissertation is able to give elements in order to answer the research problem. This population is defined regarding to elements, sampling units, extent and time.

3.9.1. IN DEPTH INTERVIEWS SAMPLE

Through this data collection’s process, in-depth interviews will be conducted with event managers, who have been working in the MICE industry for at least three years, and who have knowledge in social media as they use them as a part of their current marketing strategies.

Table 1 : List of interviewees

<table>
<thead>
<tr>
<th>Name</th>
<th>Company/Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benjamin Couronne</td>
<td>Iamag - MasterClasses</td>
</tr>
<tr>
<td>Pauline Pillon</td>
<td>CovoitIci</td>
</tr>
<tr>
<td>Caroline Plateau</td>
<td>Spintelligent</td>
</tr>
<tr>
<td>Aviva Rutel</td>
<td>Repère communication</td>
</tr>
<tr>
<td>William Martin</td>
<td>Feel Good Sport</td>
</tr>
</tbody>
</table>

The interviewed people cited above are chosen because they match all the criteria required since they are considered as experts in their domains, in event management.

3.9.2. ONLINE QUESTIONNAIRE SAMPLE

To answer the research question and to understand the users and attendees’ sides, a questionnaire is used. This questionnaire is designed under the “Probability sampling method”. The target population for the present study was social media users and events attendees. The research was limited to a geographical area which was France only. The first question in the questionnaire separates the social media users and the nonsocial media users.

This step must be as precise as possible and has to use the methodology of elements, units, extent and time as we did in the in-depth interview sample.

The elements of this population are Social media users aged from 18 to over 65 years old, who have participated in at least in one event in the past three years, and who use social media.

There are different sampling methods detailed in the appendix 5.
Barnett (2002) declares that samples using help to get a higher precision of the results than a census. The probability sampling will be chosen in the research, the simple random sampling which is more suitable in this study.

This method has several advantages which are the minimum amount of sampling bias, a higher level of reliability of research findings, the ability to create sample fame, it increases the accuracy of sampling error estimation, it allows making inferences about the population. The disadvantages of this methods are a higher complexity compared to non-probability sampling, the necessity to have a large sample size can be a disadvantage in practical levels, and this method is more time consuming.

3.10. **ETHICAL ISSUES**

Ethical issues are significant because of their eventual impact on the research. (Saunders, 2009) Issues such as informed consent, anonymity, privacy and confidentiality are considered in this research.

Participants are informed through consent letters about the aim of the research, the duration of doing interviews or completing questionnaires. The honesty of the researcher will be underline regarding to written agreements. Participants are informed about their rights to refuse to participate at any time, and that they can contact the researcher and/or the supervisor of this research in case they need information or assistance.

Regarding the confidentiality and privacy of information such as the confidential data collected about the companies’ strategies, and results, the research recognize the obligation to ensure the protection of the privacy and confidentiality. It is necessary to protect this information by using precautions, which includes storage and preservation of data storage.

As the researcher conducts interviews with managers she personally knows, only formal relationships are kept, to not have bias which could interfered the quality of the responses.

3.11. **Limitations to the Research**

During the written process of this dissertation, some elements have been limitations of the research.
First, the precision of respondents’ answers cannot be guaranteed, and they can distort the reality. Then, objectives might be broad, and the results may not be contrasted enough, and significative.

The time framework due to the cross-sectional time horizon, may affect the quantity and quality of the collected data. Busy schedules, and cost issues may impact the quality of findings, as we could have used more resources.
4. CHAPTER FOUR - PRESENTATION OF FINDINGS

4.1. INTRODUCTION

This chapter focuses on the findings and analysis of this research. This analysis is realized in a first time by presenting qualitative data based on interviews with five different managers from different French event companies. The interviews are articulated around different topics which are the evolution of their strategies, and the changes related to the evolution.

Secondly, we analyze the quantitative data, which is realized through an online questionnaire sent via emails or social media.

4.2. QUANTITATIVE DATA PRESENTATION

A reminder of people interviewed

Table 2: List of interviewees

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benjamin Couronne</td>
<td>Iamag - MasterClasses</td>
</tr>
<tr>
<td>Pauline Pillon</td>
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</tr>
<tr>
<td>Aviva Rutel</td>
<td>Repère communication</td>
</tr>
<tr>
<td>William Martin</td>
<td>Feel Good Sport</td>
</tr>
</tbody>
</table>

4.2.1. INTERVIEWS

The qualitative data, through interviews aims to understand the provider perspectives. The interviewees are considered experts in their domains, and offer their opinion about the social media uses in the event industry.

To better understand the following findings, we will use interviewees’ initials. To identify Benjamin Couronne’s answers and opinions “BC” will be used; for Pauline Pillon “PP” will be used, for Caroline Plateau “CP”, for Aviva Rutel ”AR“, and for William Martin “WM“.
4.2.1.1. **THE EVOLUTION OF SOCIAL MEDIA STRATEGIES IN MICE MARKET**

All the interviewees declared they have implanted Social Media within their strategies, at various times, for different purposes. Differences and similarities exist in terms of the implantation of social media regarding their uses, their characteristics and their advantages or disadvantages.

For all the interviewees, social media were being a necessity. It has been obvious for all managers to include as important part of the strategies. It is the result of all people involved needs, which is based on a better communication.

4.2.1.1.1. **THE COMPANIES’ STARTING POINT TOWARDS SOCIAL MEDIA**

Interviewees all started with the same question: “When did your company start adopting/using social media strategies?”. As seen in the figure below, Benjamin Couronne (BC) answered that his company started using social media in 2007, and said that social media are the evolution of “forums” and totally replaced them in terms of uses and purposes of uses. William Martin’s company (WM) started using social media in 2011, and added that his company used social media after having been sure that social media were not just a trend or a fad, and declared that he “waited to see that it was not just a fad, and that they fully integrate the daily lives of consumers to use the same elements of social network strategy as product brands, for example”.

Pauline Pillon (PP) said that her company adopted social media in 2014. She works in a young company, and declared that while launching her company, launching social media was essential, to create communities, which supports the success of the company.

![Figure 8: Interviewees - Question 1: “When did your company start adopting/using social media strategies?”](image)

Aviva Rutel’s company (AR) started using social media in 2015, but stayed at the launching level, and did not make them evolve. She added that she has been employed...
for her digital skills, which include social media skills. Her company did not have the knowledge to create a strong digital strategy, and understood three years later that they needed an employee dedicated to the digital marketing and communication, which include social media.

Caroline Plateau considered her company “late” in terms of social media, and compared to the market, while her company just invested billions on software in 2016, to measure social media and analyze online consumer behavior. She explains investments must be done nowadays, and not later, to understand and to get all the opportunities social media can offer.

4.2.1.1.2. THE CHANGES SEEN FROM INITIAL USES TO CURRENT USES.

Interviewees explained the different changes they have seen from their initial social media uses to their current uses.

In terms of technical changes, all of them agreed that social media offer more opportunities than before in terms of targeting, and in terms of tools’ efficiency.

The changes are related to the speed and fluidity of social networks which has been increasingly increased.

BC and WM stated that social media are evolving such as consumers behavior are changing. They impact each other. BC highlighted that the content is adapted now to the social network itself, and to the consumers’ behavior.

Changes seen from the initial uses to how social media are used now

<table>
<thead>
<tr>
<th>Changes seen from the initial uses to how social media are used now</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reach people any time of the day</td>
<td>3</td>
<td>60%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reach people on different devices</td>
<td>3</td>
<td>60%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Speed and fluidity of the information</td>
<td>4</td>
<td>60%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tools are more effective</td>
<td>5</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better targeting opportunities</td>
<td>5</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social media implanted in management</td>
<td>4</td>
<td>80%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Culture and education build the connected consumer</td>
<td>2</td>
<td>40%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Published content adapted to the changing consumer behavior</td>
<td>1</td>
<td>20%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequency of posting</td>
<td>3</td>
<td>60%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FIGURE 9 : INTERVIEWEES - QUESTION 2: “WHAT ARE THE CHANGES YOU HAVE SEEN FROM THE INITIAL USES TO HOW SOCIAL MEDIA ARE USED NOW?”
On the other hand, nowadays, social media have been totally included and implanted in the company’s management. William Martin, “WM” declared that "changes are based on our teams, all our members or almost know how to use social networks today, it is essential to move together in the same direction, on a common strategy."

Aviva Rutel “AR” declared that she has been employed for her skills in digital marketing and social media, and is in charge of the social media campaigns.

The uses in terms of reaching the users have been changing, since nowadays social media reach people on different devices, at any time of the day. This point is directly linked to the changing consumer behavior since the frequency and the content are targeted and adapted to the “connected” consumers. Education and culture define the level of digital knowledge of the consumers.

4.2.1.2. PURPOSES OF THE SOCIAL MEDIA STRATEGY

Interviewees underlined different purposes by using social media strategies, but all declared that the first objective of social media is to increase the communication with current clients, and entertain the relationship with them. 100% of interviewees validated this purpose.

The second purpose, for all the interviewees, with 100% of responses, is the fact that social media allow reaching prospects, and Benjamin Couronne “BC” highlighted that social media help to “find and talk to people online, where brands couldn’t reach prospects in the real life”.

**Figure 10: Interviewees - Question 3 - What are the purposes of your social media strategy?**

Created in GoogleForm from the combination of the respondents’ answers
On another hand, social media’s purposes are to improve the brand’s image (80%), to create communities (80%) which allow to federate around the brand, to improve the SEO with 80% of interviewees, and improve the consumer relationship, with 60%.

Social media, in terms of purely commercial aspect, generates traffic to the website, this point is underlined by BC CP and PP. Driving traffic to the website is improved by interactions and SEO improved via keywords.

Finally, social media allow to generate leads on the website itself. (with 60% of respondents :WM, CP, BC)

4.2.1.3. USES OF SOCIAL MEDIA CHANNELS

The social media channels are used differently for each interviewee, but we can notice that all of them use Facebook, Twitter and LinkedIn with 100% of interviewees.

Other channels are used such as Pinterest, which “help to increase the SEO” regarding AR. 80% of interviewees use Pinterest but most of them, such as BC, declared that “pages are not active, but the brand is registered.”

Instagram is also used channel, since 60% of interviewees use it in their strategy.

Snap Chat is used, but defined as more “ephemeral, and cannot be included in a long campaign, it is more to surprise the consumer.” This channel is used by two interviewees.
4.2.1.4. COMMUNICATION AND PR IN SOCIAL MEDIA STRATEGIES

In terms of communication and RP, social media impact differently interviewees’ strategies and companies.

**What has been your own company's experience in respect of communication and PR by using social media?**

<table>
<thead>
<tr>
<th>Experience</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contacting people in a different way</td>
<td>3</td>
<td>60%</td>
</tr>
<tr>
<td>Reducing the distance between people and the media</td>
<td>2</td>
<td>40%</td>
</tr>
<tr>
<td>Social media is quicker and more intuitive</td>
<td>3</td>
<td>60%</td>
</tr>
<tr>
<td>Affecting the “professional” aspect</td>
<td>3</td>
<td>60%</td>
</tr>
<tr>
<td>Allowing personal discussion with people we barely know</td>
<td>3</td>
<td>60%</td>
</tr>
<tr>
<td>Cannot be used without traditional media uses</td>
<td>3</td>
<td>60%</td>
</tr>
<tr>
<td>Cannot be used for all targets</td>
<td>3</td>
<td>60%</td>
</tr>
</tbody>
</table>

**FIGURE 12 : INTERVIEWEES- QUESTION 5- WHAT HAS BEEN YOUR OWN COMPANY’S EXPERIENCE IN RESPECT OF COMMUNICATION AND PR BY USING SOCIAL MEDIA?**

CREATED IN GOOGLEFORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS

Several elements have been noticed such as social media allow companies to contact people in a different way, and could reduce the distance between people and the media, as “social media enter into the privacy” (Pauline Pillon, PP). Communication is becoming quicker and more intuitive through social media, and help to contact people we do not know, and engage personal and personalized discussions.

Although, for some interviewees such as WM, communicating via social media, especially in PR strategies could affect the “professional image of the brand.

Social media are considered as supportive, and cannot be used for all targets, cannot be used without traditional channels in terms of communication and PR, such as emails, phone calls and so on.
In terms of methods, frameworks used to design and define social media strategies, interviewees’ responds diverged.

**Do you use a process or a Framework to design your social media strategy?**

<table>
<thead>
<tr>
<th>Strategy Based on Calendars</th>
<th>4</th>
<th>80%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content Preprogrammed</td>
<td>3</td>
<td>60%</td>
</tr>
<tr>
<td>Strategy Based on the campaign's phase</td>
<td>2</td>
<td>40%</td>
</tr>
<tr>
<td>Software (Pardot &amp; Salesforce..)</td>
<td>1</td>
<td>20%</td>
</tr>
<tr>
<td>I do not follow a specific process but I do day to day decision making</td>
<td>1</td>
<td>20%</td>
</tr>
</tbody>
</table>

**FIGURE 13 : INTERVIEWEES - QUESTION 6- DO YOU USE A PROCESS OR A FRAMEWORK TO DESIGN YOUR SOCIAL MEDIA STRATEGY?**

CREATED IN GOOGLEFORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS

Most of the interviewees base their strategies on calendars, which are, for two of them related to campaign’s phases.

Three interviewees declared that they use preprogrammed content technics, but no one uses a specific and recurrent template.

“AR” declared that she does not follow a process, but makes decisions day by day.

Caroline Plateau (CP) states that the strategy is based on “phases”, and campaign phases are related to objectives, which are defined regarding the target. For instance, CP defines her strategy with three phases. The first one targets sponsors and exhibitors, which secure the event by establishing first financial benefits. The second phase is based on “Pass sales”, which includes tickets for conferences and exhibitions, and the last phase targets visitors, who will buy tickets for the conference. CP’s methods are related to the target, and to calendars since these three phases have precise times assets to follow, and it is related to software such as Pardot and Sales Forces.
4.2.1.5. CONSUMERS ATTITUDES TOWARDS SOCIAL MEDIA

In order to understand consumers' attitudes towards social media, highlighted by vendors, I asked the following question: "Could you give me your opinion on the positive and negative impact of social media in customer relationship building?". Here is a list of answers elements they offered me.

**TABLE 3: WHAT ARE THE NEGATIVE AND THE POSITIVE IMPACT OF SOCIAL MEDIA?**

<table>
<thead>
<tr>
<th>Positive impact of social media</th>
<th>Negative impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Proximity</td>
<td>- People feel free to speak to express anger, but it is online but sometimes it is only to criticize</td>
</tr>
<tr>
<td>- Speed</td>
<td>- Mass media which not allows personalized communication</td>
</tr>
<tr>
<td>- Having the opportunities to communicate with people around the world</td>
<td>- Difference between reality and online behavior which cannot be analyzed</td>
</tr>
<tr>
<td>- Target demographics and interests specifically</td>
<td>- Impact on behavior or emotion cannot be measured</td>
</tr>
<tr>
<td>- Opportunities to send messages via original and different ways</td>
<td>- Take a lot of time to keep a good image on social media</td>
</tr>
<tr>
<td>- Mass communication which allows to use same visuals</td>
<td>- Not obviously relevant for the target</td>
</tr>
<tr>
<td>- Interaction which create communities</td>
<td>CP: &quot;positioning our brand on social media could not be relevant since our image may be affected by the social media itself&quot;</td>
</tr>
<tr>
<td>- Are used on all devices</td>
<td></td>
</tr>
</tbody>
</table>

In terms of the relationship between attendance motivation and social media, three interviewees started their answer with the fact that there is a difference between the "online participation" and the real participation. Most of them declared that social media users are motivated through the understanding of the information.
AV, PP and WM said that attendees are motivated by one and another, and they want to belong to the event community, under a certain prestige of being there. PP declared that “People want to say, “I was there, I was at this event”, and are proud to communicate about it.”

WM affirmed that “events are the culmination of what was happening online. Consumers want the real experience, and what's going on around it is just the periphery, our customers want to live this event! People motivate each other to go to the event, they tag themselves on Facebook, mention themselves on Twitter, it's quite crazy the snowball effect that it can have.”

<table>
<thead>
<tr>
<th>Option</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a Difference between online participation and real participation at the event</td>
<td>3</td>
<td>60%</td>
</tr>
<tr>
<td>Social media increase the attendance motivation</td>
<td>1</td>
<td>20%</td>
</tr>
<tr>
<td>Social media acts like a “teaser” for future attendees</td>
<td>2</td>
<td>40%</td>
</tr>
<tr>
<td>The event is the finale of what is discussed on social media</td>
<td>1</td>
<td>20%</td>
</tr>
<tr>
<td>Social media users motivate each other to go to the event</td>
<td>3</td>
<td>60%</td>
</tr>
<tr>
<td>Social media give understanding and information about what will happen at the event-Attendees want to be aware</td>
<td>4</td>
<td>80%</td>
</tr>
<tr>
<td>Can be underlined by analyzing consumer online journey via software</td>
<td>1</td>
<td>20%</td>
</tr>
</tbody>
</table>

**FIGURE 14 : INTERVIEWEES - QUESTION 8 - WHAT IS YOUR OPINION ON RELATIONSHIP BETWEEN ATTENDANCE MOTIVATION AND SOCIAL MEDIA?**

**CREATED IN GOOGLEFORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS**
Concerning the issues with their consumers on social media, all interviewees all agreed to say that social media, paradoxically, create a distance between the brand and the users because it is difficult to send personalized messages, due to the number of users, and “fans” on each channel. There is a mass that companies cannot reach with personalized communication. Three interviewees highlighted the time consumption issue of managing social media image.

On another hand, interviewees explained that it is difficult to manage and to understand consumers complaints and negativity on social media.

The last difficulties are giving the right information at the right time since people will not look for it. The information needs to come to them, and not the opposite.

FIGURE 15 : INTERVIEWEES - QUESTION 8- WHAT IS YOUR OPINION ON RELATIONSHIP BETWEEN ATTENDANCE MOTIVATION AND SOCIAL MEDIA?
CREATED IN GOOGLEFORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS
The communities on social media are defined as essential for most of the interviewees. They declared that their communities are powerful, as they help each other, and even motivate each other for WM and PP.

Although, CP declared that she does not have communities on social media, since it needs to be entertained by different departments, such as the production department, since she does not have the knowledge about precise topics and does not know the market intelligence. She declared does not have time to manage social media and website at the same time.

**FIGURE 16 : INTERVIEWEES – QUESTION 10 – HOW DO YOU DEFINE COMMUNITIES ON SOCIAL MEDIA?**

CREATED IN GOOGLEFORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS
4.2.1.6. PRACTICES IDENTIFICATIONS AND MEASUREMENT

Regarding the criteria used for social media strategies, interviewees declared that they come from the objectives, and depends on the type of target they want to reach, it is obviously different if they communicate on BtoB or BtoC.

On another hand, criteria such as demographics, interests, geographic elements, and job titles are used, since they are proposed by social networks themselves in the design process of the strategy.

FIGURE 17: INTERVIEWEES – QUESTION 11 – ON WHAT CRITERIA DO YOU BASE YOUR SOCIAL MEDIA STRATEGY?

CREATED IN GOOGLEFORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS
Paid ads on social media are considered as a good investment by the interviewees, since they offer a good ROI. Interviewees declared that paid ads are accessible from now, PP said “I am convinced these prices will increase in few years, so it is important to invest now.” Three interviewees said that paid ads are easier to control in terms of budget, since it can be measured.

Paid ads increase the online presence in the online consumer’s journey since they multiply touchpoints, and give more opportunities to find brands online. They help offering information about the current users, and help to test campaign, and so learn from mistakes.

On another hand, interviewees said they have a lack of knowledge about their best practices. CP underlined this point by saying that her company employed a specialist, since she or her team did not have enough skills about it.

**FIGURE 18 : INTERVIEWEES – QUESTION 12 – WHAT IS YOUR OPINION ABOUT PAID ADS ON SOCIAL MEDIA?**

CREATED IN GOOGLEFORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS
The measurement of social media, and online strategies are done via the ROI, and budgets, and via existing and accessible tools such as Google Analytics, and Google AdWords or simple Key Performance Indicators (KPIs) such as numbers of likes or comments. One other important aspect of measurement is the traffic from social media to the website.

Although, CP measures her strategies via Pardot & Sales Force, software used in the company. WM uses other tools such as “Klout” or “Kred” which score the influence of social media.

FIGURE 19: INTERVIEWEES – QUESTION 13 – HOW DO YOU MEASURE YOUR ONLINE STRATEGY?

CREATED IN GOOGLEFORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS
As the last question of interviewees, I asked interviewees “How optimistic are you about the future of the MICE market?” Here is a figure with their answers.

**TABLE 4: QUESTION 14 - HOW OPTIMISTIC ARE YOU ABOUT THE FUTURE OF THE MICE MARKET?**

<table>
<thead>
<tr>
<th>Interviewees</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benjamin Couronne</td>
<td>Very optimistic! The future of the MICE market is positive as much as the future of social media We are lucky to work in a modern industry where people want to connect, where people need to meet each other, and this will never change. Companies need to be careful, we all need our Competitive advantage, our specificity on the market will keep us alive.</td>
</tr>
<tr>
<td>Pauline Pillon</td>
<td>Very optimistic! As people need communication, they need events (companies and people) This industry needs to understand the changes of technologies and its opportunities. We must adapt our strategies everyday</td>
</tr>
<tr>
<td>Caroline Plateau</td>
<td>I think it is just the beginning of a lot of opportunities for our market Our company starts using tools, and software, and I feel like it is a new Era! We will change everything, and get more and more efficient through it Also, we are evolving in a connected Era, but it is pivotal to totally understand our audience through this connect World</td>
</tr>
<tr>
<td>Aviva Rutel</td>
<td>Great future for the market! We will need to adapt our strategies to international targets (Countries like Switzerland, Italy, Luxembourg...) are the consumers of tomorrow, and they do not have the same level in terms of digital or social media...</td>
</tr>
<tr>
<td>William Martin</td>
<td>I am not afraid about the future at all! The MICE market is innovative, has great opportunities. We must be aware of the viability of the information, indeed, what please to people today, will not please them tomorrow.</td>
</tr>
</tbody>
</table>
4.3. QUALITATIVE DATA PRESENTATION

This study's goal is to collect feedback from social media users regarding the event market. This questionnaire which has been sent via emails and social media is based on eighty answers.

4.3.1. QUESTIONNAIRE RESULTS

Through the questionnaire’s process, respondents were asked to give me more details about their demographics details in terms of ages and professional status. Which help to establish the following graphics.

As it is seen, 19% of the respondents are aged from 18 to 24. 41%, which represent the majority of the respondents are aged from 25 to 34. 10% are aged from 35 to 44. 4% which represent the minority of the respondents are aged from 45 to 54. 7% are aged from 55 to 64. Finally, 19% of the respondents are over 65.

This is here interesting to underline that we have the same percentage of respondents from 18 to 24, which is the younger sample, that the percentage of respondents over 65, which is the older sample.

![What is your age?](image)

FIGURE 20 : QUESTIONNAIRE- QUESTION 1: “WHAT IS YOUR AGE?”
FIGURE 21: QUESTIONNAIRE - QUESTION 2- WHAT IS YOUR PROFESSIONAL STATUS?

As it is seen, the majority of the respondents are employees, with 52%.
8% of the respondents are students.
5% of the respondents are entrepreneurs.
14% have a liberal profession.
2% are unemployed.
3% are retired.
16% are executive.
Among the results, we note that 98.8% of respondents use social media. We observe a large majority of social media uses for both personal and professional purposes with 63.8%.

We note that 34% use them only for personal uses.
FIGURE 23: QUESTIONNAIRE - QUESTION 4 - WHAT ARE YOUR REASONS OF USING SOCIAL MEDIA?

CREATED IN GOOGLEFORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS

Among the results, we note that the first reason why people use social media is to communicate with others with 91.1% respondents declaring this, it is our starting point. The entertainment reason came up in the second position with 85.5% of the respondents. The choice of “getting information about specific topics” comes in the third position with 51.9%.

Then, professional exchanges are stated as purpose of using social media with 44.3%. Moreover, finding inspiration is the answer of 34.2% of the respondent. Respondents declared as other purposes “promoting my own activity” with 31.6%, following brands with 27.8%, applying for jobs with 27.8%, developing its own image with 13.9%, and for political purposes, with 1.3%.
According to the results, people are definitely aware that social media could impact their participation at events since 78.5% of respondents answered “Yes”, and 19% answered “Maybe”. So only 2.5% declared that they will not be encouraged or incited by social media in terms of participating. For those who declared “No”, the following question asked them “Why, so?”, and they declared that it is not a vital need to find events on social media.
FIGURE 25: QUESTIONNAIRE - QUESTION 6 - WHAT COULD IMPACT YOUR PARTICIPATION?

CREATED IN GOOGLE FORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS.

Through the questionnaire, we can see that first, the content of the event itself could impact the participation. Then, respondents declared that they could be influenced by other people who planned to participate (54.5%). Thirdly, the format of the event could impact them on their participation (37.7%). Then, respondents declared that articles and reviews about the event could impact them (36.4). The commitment to the brand (28.6%), special offers and discounts (28.6%), famous people who participate (23.4%) are the last elements which could impact people on their participation.
FIGURE 26 : QUESTIONNAIRE - QUESTION 7 - WHAT SOCIAL MEDIA DO YOU USE?

CREATED IN GOOGLE FORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS.

According to the results, we note that the most used social media is Facebook, since 96.1% of the respondents declared they use this network. YouTube comes in the second position with 59.7% of respondents, and LinkedIn is the third with 58.4%.
As we can see, on the 80 respondents, 97% of them have been attending institutional event in the last three years. And so, only 3% of the respondents have not attended institutional event in the last three years.
The following question is focused on the type of event they went in the last three years. Among the results, we can see that 69% went to conferences, 32.8% went to seminars, 65.5% went to exhibitions, 58.6% went to shows, 20.7% went to congresses, and 36.2% went to open houses.

FIGURE 28: QUESTIONNAIRE - QUESTION 9 - WHAT TYPE OF EVENT WAS IT/WERE THEY?

CREATED IN GOOGLE FORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS.
Respondents declared (96.1%) that all the basic information need to be found on social media. In the second position with 72.7%, programs and speaker announcements must be found on social media. In the third position, teasers and trailers should be found on social media (44.2%). 39% would like to find the participant’s list on social media, 36.4% would like to find special offers, and discounts. Finally, 16.9% declared that they would like to find information about backstage of the event.
During a professional event, what would you like to find on social media about it?

**Figure 30: Questionnaire - Question 11 - During a Professional Event, What Would You Like to Find on Social Media About It?**

Created in Google Form from the combination of the respondents’ answers.

During an event, respondents are likely to find updated information (71.4%), pictures and videos (66.2%), and direct lives (51.9%). 46.8% of the respondents declared that they would like to find testimonials of the attendees, and 11.7% would like to find their own “tags” or identifications. Others added that they would like to have a platform with the content of the event updated progressively.
FIGURE 31: QUESTIONNAIRE - QUESTION 12- AFTER A PROFESSIONAL EVENT, WHAT WOULD YOU LIKE TO FIND ON SOCIAL MEDIA ABOUT IT?

CREATED IN GOOGLE FORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS.

After an event, respondents declared that they would like to find statistics with 62.3%, acknowledgements of the organizers with 53.2%, media benefits with 49.4%, and an after movie with 42.9%.
FIGURE 32: QUESTIONNAIRE - QUESTION 13: "STILL AFTER THE EVENT, DO YOU REMOVE YOUR SUBSCRIPTIONS OR LIKES ON SOCIAL MEDIA PAGES OF THE EVENT?

CREATED IN GOOGLE FORM FROM THE COMBINATION OF THE RESPONDENTS’ ANSWERS.

As we have seen, the majority of respondent do not remove their subscriptions on social media, since 56% answered “No” and 38% “maybe”. Only 6% straightly declared they do remove them.
Question 14
In question 14, which was an open question: What could be improved in event communication? What would you like to find on social media about events? And there is a list of some responds they gave me.

“I would like to find more precise information (location, dates, programs)”
“I would like to have direct lives on social media, videos and pictures”
“I would like to have connections and interactions between participants and organizers”
“I would like to find more centralization or list of different events”
“Keywords should be developed and integration with other tools like calendar to visualize easily the programs should be developed”
“I would like to see more personalized communication... I am not a number”
“I would like to find better messages angles, better than “save the date”
“I would like to find Live chat, to find a way to communicate directly with the organizers, and be allowed to ask questions anytime”
“communication must be adapted – When I see something on social media, and because of my friends who are going – but I don’t have same interests as my friends”
“I would like to find an “Unlike” option”
“Target people regarding their activities, for example I practice Yoga, and I communicate on it on social media, but I don’t have event propositions about yoga”
“During the event, the content is not enough filtered and communicated”
“Adapted the communication frequency of the events, or either too much or not enough”
“I would like to find personalized calendars, which include different events, with different programs, with people we are close to, favorite location... and include it in all social media”
“Content needs to be more detailed”
“Be able to buy tickets on social media”
“People must be allowed to post on social media (public)”
“Clarify the programs”
“Event should have only one page, there are too many page and groups and so too many notifications”

All the interviews are in the appendix 6, and the original version of the questionnaire in French is in appendix 7.
5. CHAPTER 5 - DISCUSSION

5.1. OBJECTIVE 1

To establish the French MICE industry’s marketing evolution, collecting information from experts that explain the importance and use of social media in this context.

Initially, the interviews and the survey confirm the findings held in the literature review. Indeed, the experience of the interviewees confirm that social media are essential in events’ marketing strategies, and increase the communication level. All the interviewees included social media in their strategies around ten years after the launching of social media in 2000’s. They were waiting for social media to confirm their efficiency, and to show they were not only a fad., but a real and powerful tool, used by millions users. As other products and services brands were designed more precisely their social media strategies, event brands imitated the process, and used similar strategies.

This correlates with our findings in the literature review since Boscolo, in 2014, stated that social media is not considered as a fad anymore, since around 2009, all industries and companies use them regularly in their strategies. As interviewees declared that social media are a completely integrated part of the marketing strategies, it is integrated in the company’s management. Teams have now knowledge and skills about digital marketing, and social media, and the whole strategy is digitally oriented. All interviewees have integrated marketing and communication (IMC) strategies, and it is articulated around social media. In the interviewees, WM declared that “changes are based on our teams, all our members or almost know how to use social networks today, it is essential to move together in the same direction, on a common strategy.” And AV said that she has been employed because of her skills in digital marketing, and social media skills.

5.2. OBJECTIVE 2

To Understand how social media in the MICE French Market is used by vendors and to what ends

Management investments in terms of financial and teams’ aspects in social media are evolving with the needs of digital marketing, and needs of social media strategies, as it is established by Burton, in 2009. Indeed, as we saw in the literature review, the budgets allowed are more important in terms of social media, skills required are
different, and the management makes the whole company understand the digital and social media impacts on the company’s health.

In terms of financial investments, event companies include nowadays the online advertising costs, as it has been seen in findings, interviewees are all favorable about social media paid ads. It is totally included in their strategies, and what seemed to be free few years ago, now has a price, which allows to optimize social media, by acquiring advertising options. These costs, as we have seen in the literature review are smaller than traditional channels costs, such as TV ads, radio, billboards and so on. Interviewees declared they agreed with this point, but it is essential to add the time and labor costs, to totally understand and anticipate the budget allowed to social media.

As we have seen in this study, one of the key points to the success of the social media process is the compliance with the target, and the objectives. The social media strategy must be totally adapted to their main strategy, and to the different objectives, which evolves with time regarding the changing consumer behavior, and the evolutions of social media themselves.

Social networks are becoming more and more efficient, allow better targeting, segmenting, differentiating option. For this purpose, different criteria are used to design the strategy, all based on the strategy’s objectives. That is why it is pivotal to clearly define them, and make them clear for the whole team. Demographics criteria are useful in the process of designing the strategy, such as ages or gender, geographic criteria, interests and job titles are used in the process. Geographic elements are essential since the event is defined as an ephemeral action, which is unique, and takes place only once, these targeting elements help to considerably refine the strategy on social media, especially with the uses of “check in” which give the location of users on several social media such as Facebook, Snapchat or Instagram. Caroline Plateau states she uses job titles as criteria for her digital strategies, justifying by the fact that we only want “high level people” at the organized event. Interests are also important, are easy to identify since people show them without much privacy restrictions. Once these criteria are defined, it helps to create “personas”, and as we have seen in the literature review, are a great tool to understand the targets, and articulate the strategy around them.

Processes/ methods

While social media is evolving in terms of technologies, and tools associated, and as the consumer behavior is changing, marketers in the MICE industry adapt their processes and methods.
As seen in the literature review, Integrated Marketing Communication processes (IMC) are increasingly used. “IMC process for events” (appendix 3) helps to design strategies through media channels choices, type of messages, type of relationships with consumers, which are related to the SWOT analysis. The SWOT analysis is a tool which allows understanding Strengths, Weaknesses, Opportunities, and Threats. The SOSTAC process is commonality use in social media strategies. (Smith, 2009)

However, interviewees do not use precise frameworks such as the IMC, or the SOSTAC process. As we have seen in the findings, CP bases the strategy on campaign phases, which are related to targets and to calendars. She uses elements and assets from the IMC process and SOSTAC model, but applied them differently since it is target centric. Some other interviewees do not follow a specific framework, but also include elements and assets which are in the SOSTAC or in the IMC process. Frameworks exist, but interviewees do not specifically follow them. However, they use criteria and elements from them, not the entire process.

Measurement

Regarding the measurement process, interviewees do measure their strategy with precision. As we saw in the literature review, most of event brands do not measure their social media because there is a lack of available and specific tools. The measurement is done by social media themselves, which offer, in professional uses, access to analytics tools. Interviewees declared that they use these analytics tools such as Google Analytics, Google AdWords, and Facebook analytics. They measure the numbers of likes, numbers of retweets, which are considered as intrinsic analytics because they are metrics that only make sense within the social context, as we saw in the literature review. They include the ROI, and websites conversion rates, but they do not use all the measurement possibilities enounced in the literature review such as customer satisfaction rates, or other specific measurement such as the number of early bird tickets sold, the number of click-throughs to the website, the number of click throughs to the registration page, the number of positive mentions of the event. The measurement process is not optimized, and results are fuzzy.

On the other hand, WM stated that his company uses “Klout” and “Kred” software, which give a score about the online reputation, but do not precisely measure it.
There are different types of social media, and the most popular embrace the most important population and traffic. Facebook is the first social media used, with more than two billion of users; YouTube comes up in the second position with more than fourteen millions of users, and as said by the interviewees, companies use social media with the most important traffic, to reach the maximum number of users. The more people there are on a social media, the more companies use this social media., which is confirmed by Foster in 2010.

Depending on the type of social media determined, the objectives related are different, since Facebook is the most popular, and generate an incredibly numbers of users, brands use it to promote the event to general and wide public. On another hand, we have seen that LinkedIn is used by all the interviewees, but the numbers of LinkedIn are smaller than Facebook since Facebook counts 26 million French users versus 14 million French users on LinkedIn. This point is understood by the offered purposes of social networks themselves, Facebook is focused on general communication for a wide target, LinkedIn is considered a professional social network, which allows people to exchange on a professional way. The studied marketing being the MICE market, which includes conferences, seminars, exhibitions and so on, is professional oriented, and that is the reason why all interviewees use LinkedIn as important social media in their strategies.

**Purposes of use**

There are different types of purposes by using social media. The first reason why people and brands use social media is to communicate with others. Indeed, interviewees declare that using social media increase their communication, and improve the consumers relationships. As Kotler states, in 2011, “Social media are powerful tools to get details such as values and concerns about consumers as it gives detailed knowledge on potential consumers through comments and online behavior”, this confirms that the first reason of using social media for events brands which is communicating with current consumers, to build consumer relationships, based on gathered information through social media. This statement confirms the second reason enounced which is acquiring new prospects, via gathered information and analysis of online behavior, which could be done through software such as “Sales Force”, which includes high financial investments, and a precise coordination with the different departments of the company.

Social media’ purposes are defined as improving the brand’s image, and communities which allow to federate around the brand, improve the consumer relationship. All these elements lead the strategy to the purely commercial objective which is selling tickets, and making benefits. Here, the social media strategy aims to generate traffic from the
social media channels to the platforms which allow the consumers to buy tickets, generally on the official website of the company.

This is confirmed by the fact that social media strategies used in event strategies are factors of success as companies connect more closely with their audience, and with their prospects. (Moise & Cruceru, 2014), established in the literature review part.

**Communication & PR**

Since communication and PR are separated parts, included in the digital marketing strategies, they are covered differently than targeting, differentiation and segmentation, and generating leads.

Social media allow event brands to contact people in a different way, with more fluidity and intuition, and with interesting options such as pictures, videos, GIF and so on, which catch the attention of users. This point is amplified with the fact that targets mostly have “personal accounts”, and so event brands can enter their privacy by starting or maintaining conversations via these accounts, without being intrusive, since it this type of communication is considered as an accepted and normal behavior in the social media sphere.

**Social media relevance**

On another hand, social media could disadvantage the event’s image. As William Martin said in his interview, social media do not have a strong professional image. Even if LinkedIn helps facing this issue, this tool aims to establish connections and discussions between people, more than promoting things, such as events. Indeed, the MICE market is associated with a professional image, since its brings professional to similar platforms which are seminars, conferences, exhibitions and so on. Social media sometimes could be considered as unprofessional, since social media do not have the professional relevance expected by the consumers.

As seen in the literature review, social media may be not relevant, since they are not in compliance with consumers’ cultures, only one interviewee reaches that point, it was Caroline Plateau, she declared, “positioning our brand on social media could not be relevant since our image may be affected by the social media itself. For example, Facebook seems not being professional, and our target, for example in Africa, will not understand a Facebook strategy for Mining events......If I create a discussion on Facebook, it may not be judicious, my target could not understand, and will not care about it”
In communication and PR, interviewees highlighted that they cannot be done effectively without traditional channels. Indeed, interviewees declared that social media only support the communication campaign, but are not the finality. They are only considered as other channels, included in the main strategy. The main communication strategy includes traditional media such as direct marketing, emails, phone calls, billboards, radio and so on because the communication and PR strategy is developed to reach the audience in different ways, with different intensity for different targets.

Attendance motivation and social media

As we have seen in the literature review, motivation is defined as coming from the generic benefits of entertainment and diversion, socializing and doing something new. (Getz, 2015). This point is underline by interviewees statements when they declare that people come to events to relax, to socialize, and transform the online socialization to a real socialization. They need the experience, and this motivates them to come to events.

Through the socializing process, users motive each other on social media pages, by tagging or mentioning people, and by entertaining these pages with their comments and reviews.

Here all motivation elements defined by Compton in 1975, highlighted in the literature review, are stated by interviewees. Indeed, the novelty aspect is underlined when BC explains that “attendees are looking for new content and trends towards the digital art industry”.

The socialization element is mentioned through the determination to transform the online socialization, to real socialization. The status and prestige are highlighted by PP, since she declared that people come to professional events to show themselves, and meet people from the same status. These professional events offer intellectual enrichment because of their content, which is most of the time informative. As we have seen in the literature review, the attendance motivation come also from the attendees’ previous event experience.

One interviewee William Martin, concludes by saying that events are the culmination of what is happening online, as people are keen for the experience of what is discussed online.
Communities

The communities on social media are defined as essential for most of the interviewees, and this point is confirmed by Boscolo in the literature review, as they drive and lead the event’s image (Wakso, and Farai, 2015)

In the literature review, we underline that continuous communities are powerful as they combine offline and online worlds, to create one strong community. BC declared that his company has strong continuous communities since the target is related to a niche market, which is “Digital art”, attendees, entrepreneurs, advisers, are keen to come to events in order to meet each other and discuss in real what has been discussed online, before the event.

5.3. OBJECTIVE 3

To define consumer needs and preferences towards social media in the MICE market

Among the results, 98.8% of respondents use social media, and a large majority uses them for both personal and professional purposes with 63.8% of responses. It seems like the uses and the purposes of these uses are totally in compliance with the literature findings since social media where defined as professional and personal tools. Still, 34% of respondents use social media for personal uses only, but it could be justified by the kind of work they do, the different industries, their ages, their knowledge in social media, and the relevance of using them in the professional life.

In the demographics, we have seen that 19% of the respondents are aged from 18 to 24 and 41% of the respondents are aged from 25 to 34, which means that 60% of the respondents are under 34, and as it has been presented in the literature review, this age range is considered as age group which use the most social media networks (Statista, 2017). This point can explain the fact that 98.8% of respondents use social media in the survey of this dissertation.

Purposes of uses social media- Consumer side

As it has been showed in the literature review, the first reason of using social media is staying in touch with friends, the second is finding the latest news and current events, and finding funny or interesting content is the third reason. (Aissaoui, 2014); and this point is confirmed by the findings of this dissertation such as our respondents declared that the first purpose of using social media is to communicate with others, to keep in touch, and to get new “friends”.

The “entertainment” reason came up in the second position, and getting information about specific topics is in the third position.

**Influence of social media**

Brands communicating on social media is an accepted behavior by users, since it is common, as we have seen in the literature review, brands as content creators, are a part of the crowd culture, and people are aware of the impact of social media. (Hold, 2016) and this point is confirmed by the findings of this dissertation since, 97.5% of the respondents declared that if an event is promoted on social media, this may incite and encourage them to go to the event. This point underlines the definition of the acceptation of the influence, named “internalization” by Kelman in 1974, and which is based on values and opinion of the community, established by group norms, and social identity, as we define below.

We have seen that the online social influence is affected by the social identity and the group norm. (Zhou, 2011), which correlate with the findings of this dissertation, since 54.5% of respondents declared that first, they could be influenced by other people who planned to participate in an event when we asked them what elements could impact them on their participation. Secondly, they enunciated the reviews, point of views of other, with 36.4%, which refer to group norms, and social identity, since respondents include others’ point of view in their decisions.

**Communication Consumers expectations**

We have seen in the literature review that social media allow events brands to send messages individually, which help to personalize the communication, although interviewees declared that due to the huge number of users, it is becoming difficult to personalize this communication. This point is stated by online respondents since they declare the communication should be more “adapted”. Here, it is not about “targeting” since respondents share common interests and values through the event, but it is about “adapting”. They declared that they would like to have more personalized communication regarding events.

Even if social media impact the event's success since it helps to get closer from consumers and prospects. (Meeman, 2011), this needs to be managed and centralized with other event aspects, such as calendars management, networking, content management. They must be interdependent, to be successful regarding our respondents.
In event management, social media is used for engagement, research, marketing and customer service, and this must be managed differently regarding the time aspect of the event.

Before the event, respondents declared that they would like to find basic information updated in real time. As we saw in the literature review, updating this information and highlighting them help to reduce attendees stress.

Respondents declared that they would like to find information about programs, speakers and other information about the content. People need content to discuss, as we have seen in the literature review about the communities’ process.

Attendees are keen to original communication on social media. They need to be surprised, to see the difference between events in terms of advertising. The respondents of this dissertation declared that they would like to find teasers and trailer. Indeed, they need to be stimulated by original advertising to be impacted. (Solaris, 2017)

Respondents said that they would like to find the participants list on social media, which is related to our previous findings when people declared that they could be influenced by others participation.

They underline that they would like to engage more with the brands, and said “I would like to have connections and interactions between participants and organizers” which is related to our literature review findings, since Solaris and Boscolo defined social media as a powerful engagement tool, which could be supported by other tools such as mobile apps.

As seen in the literature review, continuous communities have impact before, during and after the event, since they bring people together in the offline world and the online world. This precious phenomenon helps to gather pivotal information about the audience, which helps defining the strategy.

During the event, consumers expectations change. They still want to be aware, in a real time of eventual changes regarding the basic information such as schedules, speakers’ programs and so on. But they declare they would like to find content such as pictures and videos of the event, as it is happening, they want to find direct lives on social media.

To keep the event alive, as seen in the literature review, it is important to make people talk about the event, this joins the fact that respondents would like to find testimonials, interviews, about participants.

Still regarding the Engagement aspect, one of the respondent said that he “would like to find Live chat, to find a way to communicate directly with the organizers, and be allowed to ask questions anytime”. This point confirms our literature review since social media help to engage by sharing, by commenting, by discussing with attendees; and this Is a part of the customer service.
After an event, respondents declared that they would like to find statistics about the events, with 62.3%, which underline that they would like to find out about and understand the importance of the event they took part of; as we have seen in the literature review, the content posted on social media is made to make people feel belonging to the event.

They declared that they would like to find acknowledgements of the organizers, which involves other connections between the brand and the consumers, pivotal in the social media strategy, and linked to the engagement aspect. (Boscolo, 2014)

Most of our respondents declared they will not remove their subscriptions on pages, which help event brands to keep them alive, and still create content on them, this could keep the customer service alive, help to design and adapt strategies regarding complaints and comments, and will keep the continuous communities on the same pages.
6.1.1. OBJECTIVES FULFILMENT

As can be seen I have satisfied all my research objectives using a combination of both primary and secondary research methods. I offer the exact details of how these objectives were met and to what extent each was examined in context of the social media strategies in the French MICE market. I am therefore confident about the following conclusions and recommendations which answer my research question.

**Objective 1** Establish the French MICE industry’s marketing evolution towards social media, collecting information from experts that explain the importance and use of social media in this context.

Although the implementation of social media has been implanted in companies which work in the French MICE market after understanding their impacts, and their importance, and after being sure social media was not a trend (Boscolo, 2014), event brands are still at the beginning of the process of the use of social media as totally included in their strategies.

This is a beginning of a new Era, where the use of social media is becoming common for consumers, for brands, and now especially for event brands. Individuals use social media for both, personal and professional purposes, which is becoming a standard. Indeed, few years back, individuals use them mostly for their personal lives. Event brands adapt their strategies to the consumer behavior, which is related to the common use of social media. Moreover, brands and their strategies are evolving as generations are progressing. As we saw, the 18-34 age range represents the age group which uses the most social media, and as we established, almost all brands use social media nowadays, these two topics are evolving together, since brands are orienting strategies to current and new targets. It is proven by all the total integration of social media in overall strategies, and the investments and resources allocated to them, in terms of management, and financial resources. This includes social media paid advertising, which requires specific skills and knowledge, which is quite rare, since it is considered as new usages, and so new skills.

This objective has been fully met since the evolution’s assets has been covered and the importance of using social media has been justified.
In an alternative outcome the interviewees might have not considered social media as important in their strategies.

**Objective 2)** Understand how social media in the MICE French Market is used by vendors and to what ends

**Purposes**

Social media uses are divided in four different uses, which are engagement, research, marketing and customer service. Social media are an appropriate response for event companies which are looking to target, and to reach precisely attendees, since it allows social media to engage with the event brands, which leads them to communities. They belong to these communities via social media, and this offers precious information for the brands, which can design and adapt the strategies regarding this gathered data.

The success of the social media process is the compliance with the target, and the objectives. The social media strategy must be totally adapted to their main strategy, and to the different objectives, which evolves with time regarding the changing consumer behavior, and the evolutions of social media themselves.

**Process and measurement**

As social media strategies and investments related to them are growing; processes, methods and measurements are evolving.

It is now pivotal for brands to follow some methods and processes, since the concept of social media is becoming bigger, and since social media themselves offer methodological tools. Instead, the calendar process is admitted and the most popular used, since it is considered as the easiest tool. Other processes are useful such as theoretical frameworks, such as SOSTAC methods, or personas, and combined with software like Pardot or Sales Force. What has been seen, and what we conclude about this point is that theoretically, processes and frameworks exist, but in the reality, marketers in event management do not follow them specifically, but they have their own methods, which include and combine elements from these theories, defined in the literature review.

The measurement is essential today, but it was not considered as important years ago since social media concepts were not precise and powerful as they are nowadays. Marketers cannot keep avoiding measurement of social media since it shows performances, allows to test, to understand consumer behavior. It helps to do better each time. Measurement is done via KPI, which are Key performance indicators. These KPIs can be business indicators, like number of new customers, transformation rates, sales cycle, number of cancellations. Other indicators such as number of visits, number
of unique visitors, number of pages viewed, number of pages viewed per visit, percentage of new visits, average page loading time, number of likes, following, are subjective and qualitative useful to understand and to refine the strategies and adapt it to consumers behaviors.

The measurement is also done through ROI, and other tools such as Google Analytics, which are based on objective and quantitative numbers, and so through them it is easier for marketers to defend and justify budgets to the top management.

Recognizing the need of having a measurement system in place is the first step to making sense of social media and reconciling it with a wider business.

**Communication and PR**

Social media in communication and PR have changed the rules. Individuals communicate differently, with more fluidity and speed through social media, which include a new social aspect: people can contact others without knowing each other and approach them with a friendly angle, it is like people already know each other since they use the same social media platform, especially when we know that people mostly use personal accounts.

In addition to words, social media includes GIF, videos, pictures and so on. Here, the issue is having a conversation through social media, could disadvantage the image of the brand, since social media may not be relevant for the companies, because of the unprofessional angle, since everyone use social media, especially for personal uses.

Communication and PR could not be efficient without traditional channels. Social media only supports the communication campaign, but are not the finality, and the only channel used, since it cannot be sufficient.

**Attendance motivation**

People come to event to relax, to improve their knowledge, to get entertainment, to experience something different and to socialize. These are related to motivation on social media, which includes these same elements. People influence, impact, and encourage each other on social media. What is happening online, is what we expect to see in the reality, and the online socialization is similar as the real socialization in the context of event attendance. The attendance motivation is linked to the attendee’s previous experience, the first impression must be positive, and relayed on social media by others. Brands must engage with their consumers and push them to communicate about their positive opinion.
Communities

Communities are the leverage of the online image, it is essential to entertain them, and make people engaging with each other. In event management, especially in the MICE market, continuous communities are one of the strongest elements brands can include in their strategies since it allows people to talk and communicate about the event, even before it starts.

This objective has been met thanks to the interviews, and to the literature review which revealed what are the uses, and what the ends of them.

In an alternative outcome I could have found wide differences between interviewees’ opinion and literature review findings.

Objective 3) Define consumer needs and preferences towards social media in the MICE market

Purposes of uses social media- Consumer side

People mostly use social media for personal purposes, but it is common to use social media for both, personal and professional uses.

Through this point, consumers use social media for the same reasons, in the professional or personal context.

First, individuals want to stay in touch, and communicate, contact others. The second reason is finding the latest news and current events. Here the whole importance of social media is the MICE industry, people are looking for events on social media. As the third reason of using social media is getting entertainment online, the event itself will complement the entertainment aspect in the real life, by bringing knowledge through a specific topic and by bringing socialization.

The influence on social media is defined through common values, cultures and subcultures.

Communication Consumers expectations

In a mass consumption world, articulated around brands messages, and advertising elements everywhere, the only way to make the difference for brands, is to properly and clearly communicate with prospects and consumers. That is what consumers are expected: personalized communication, and brands which show that they listen to their
consumers. As we have seen, it is difficult for brands to personalize communication due to the mass of users on social media. Brands must find a way to face this point, since users are looking for this personalized and original communication.

Since social media is used for engagement, research, marketing and customer service, the communication must be differently managed regarding the timing of the event.

Before the event, all the basic information such as information about the venue, schedules, and so on, must be clear, and updated. That is the first point which reassures attendees.

Content information must make them curious, make them discuss about the event, the topics related, the speakers and so on. This information is content for communities, and it needs to be managed with originality and be supported with images, videos or other contents. The communication between futures attendees and organizers must be transparent and fluid.

As seen before, the influence between users is importance in terms of participation, that is why the participants list must be visible and accessible.

Engaging with consumers is essential at each point of the event.

During the event, the real-time aspect makes people engaging and communicating with others, attendees or not attendees who follow pages on social media. Here, the Hashtag tactic on Twitter is beneficial since people around the world can see what is going on at the event. People who are attending are proud to attend, and retweet. People who are not attending are curious about the event. With the Hashtag, brands can add videos and pictures, which visually catch the user’s attention. By using an “Hashtag” campaign it allows to assure the customer service.

After the event, post event reports can be relayed, as it shows highlights of the event, statistics and so on and show the importance of the event, which makes people proud of attending the event. After the event, it is pivotal to keep the social media pages alive, and keep the continuous communities alive.

This objective has been met thanks to the questionnaire and to the literature review which highlighted consumers’ needs and expectations.

In an alternative outcome, I might have gotten answers from other cultures, or countries, which would have changed all the results.
Now we know the social media strategies and their impact in the French MICE market. The challenge for companies is to manage and adapt strategies and their changes depending on the changing consumers behavior, and the evolution of social media themselves. To maintain efficient social media strategy, it is essential to know the social and demographic factors influencing the most the users’ motivations.

6.1.2. OPPORTUNITIES

As we have discovered through the findings, social media strategies in the MICE industry are quite new, and may offer opportunities.

As social networks themselves are evolving in terms of technology, new options will be emerging. They will be technologically advanced, and adapted. We have seen that social media answer quickly to issues related to the changing consumer behavior. We can fully trust social media company about reconsidering these tools, and making them more and more efficient.

Opportunities are based on other tools which support social media and their results. Indeed, software are becoming more and more powerful, and link social media results to leads, and so increase benefits. Software are evolving, as social media are evolving, as consumers’ behaviors are changing. They all go to the same direction, they all will be more efficient and precise.

Considered as other opportunities, Mobile apps, developed and used in event management offer engagement, marketing outcomes, research options and customer service, and centralize everything about the event. Mobile apps for events are the future of the event management, they are related to social media, and may help to reach the same objectives.

6.1.3. LIMITATIONS

This dissertation was primarily aimed to understand how social strategies are used in in the MICE market in France, towards the vendor’s side and the consumer’s side. Few have been encountered in writing the conclusion in this study. One of the limitation was to conduct a research through only five interviewees, which means that the findings may not be representative for all companies in the field. Indeed, companies which have a event department, which are different than event companies, may not have the same strategies, and uses of social media, and so may not be impacted in the same way.

In addition, the findings may be valid in France or Europe only. As we saw social media depends on cultures, and cultural habits are different regarding the different parts of the World. Strategies may be different regarding the country, and the companies ‘cultures.
As other limitations, we include the maximum number of words, and the research time allocated, which do not allow deep analysis of the findings.

6.2. RECOMMENDATIONS AND DIRECTIONS FOR FUTURE RESEARCH

6.2.1. RECOMMENDATIONS

After discussing and concluding on the research findings, the recommendations flow easily and are hopefully going to give directions for events brands in the MICE industry which use or wish to use social media in their marketing strategies

As already explained, the opportunities are numerous; I would recommend:

- To better define the strategies and its criteria, which will affine the targeting
- To better evaluate and allocate the budget for social media, which includes paid ads, and labor costs and provide a calculation on how effective it would be to increase the budgets.
- To use other tools which will centralize all the information, and improve the understanding of the data, and its storage, such as calendar tools, mobile apps, and software.
- To have a clear positioning, and a strong competitive advantage, and include innovations in the business overall strategies.
- To coordinate departments around social media, such as marketing department, communication department, sales department and production
- To optimize social media channels by using different channels and manage them regularly.

Finally, the main recommendation is to make sure the social media strategy that will serve the event communication, and serve the attendees. Social media is not a trend to follow because other companies use it. It must be correctly designed and in compliance with the target. It is pivotal to make sure that all the efforts and the budgets allocated will be benefit the company.

6.2.2. DIRECTIONS FOR FUTURE RESEARCH

This research was conducted around the specific MICE market, on the French country which has all the assets and opportunities to evolve around the digital Era. Social media strategies are considered now as essential but also as new, recent, and quite unpredictable. The fact that social media depends on the changing consumer behaviors, and the consumers’ culture may open the future research around their evolutions in different countries.
It may be very interesting to analyze how the evolution of new tools, such as mobile apps, software, e-events, Virtual Reality (VR) and even the new concept of Social Virtual Reality; which combine social media and the virtual reality, may impact event management and MICE management.
7. CHAPTER 7 - SELF REFLECTION

7.1. INTRODUCTION

The self-reflection on learning and skills development chapter explains personal learnings through the process of realizing this dissertation. It shows learning situations and skills development. A brief introduction on various learning styles theories will be provided, the learning theory applied to this dissertation will be developed.

In a second part, personal achievements that have been made will be shown.

Thirdly, the aim is to understand issues that were encountered during the process of writing this dissertation. Then, skills that have been acquired will be explained such as time management skills, communication, relationship skills and project management skills. Lastly, the future application of these learnings will be discussed. The influence of this dissertation since it added value to me personally, and to my professional career will be highlighted.

7.2. LEARNING STYLE THEORIES

We will start this section by providing theories from different authors about the existing different learning styles theories, to understand the writer of this dissertation’s learning style.

Kolb sees the learning style theories through four stages learning process cycle. These four stages are “a concrete experience, a reflective observation, an abstract of conceptualization, and an active experimentation.” (Kolb, 1984) The author defines these different stages of the learning cycle and the four learning styles themselves, as summarized in the figure 33 below.
Other authors who have studied the learning styles theories such as Honey and Mumford, define the existence of learning when people demonstrate they know or do something they did not know or could not do. (Honey and Mumford, 1992, p.2).
By using Honey and Mumford’s definition of learning styles, such as activists, reflectors, theorists and pragmatists, we will discuss the writer of this dissertation’s learning styles which is Activist. The immersion in a new experience was beneficial, and the field actions (interviews) were appreciated during the process.

The open-minded aspect of this learning style was an asset to answer the neutrality of this research. I tend to act first and consider the consequences later, which helped about making decisions, making choices.

On another hand, Tate (2004) defines the reflective learning cycle established by Boud,Keogh & Walker. The reflective learning cycle starts with an incident experienced, which give, as results of this experience, the record of the actions, thoughts and feelings. Then, changes are identifying towards patterns of thoughts and feelings. The aim is to identify new ways of thinking and feeling related to the experience, and help to act differently in future situations.

![Learning cycle diagram](image)

FIGURE 35 : THE LEARNING CYCLE (MUMFORD, 1995)

Having an activist learning style, relies on intuition rather than logic. I use other people's analysis, and I prefer to take a practical, experiential approach. I am attracted to new challenges and experiences, and to carrying out plans. I act towards my instinct rather than logical analysis, that is why academic work seemed to be difficult for me.
7.3. **PERSONAL ACHIEVEMENTS**

This dissertation process has been a long process of research that helped me to enhance skills and determination. The challenges of this dissertation were mostly through the research work, the interviews’ realization and the analysis of data collected. The MSc program helped in the writing of this dissertation, as methods and academic approaches which were never known before had been studied, particularly, the Research Methods module because it was the immersion and first step in the dissertation process.

Writing this dissertation helped me to create and maintain a professional network around France, which is a strong asset when you want to work in event management, as the competition is high in this market. The management of this research helped me to understand what is conduction a research and how to solve problems related to it.

7.4. **ISSUES ENCOUNTERED**

The issues encountered came from the learning style, and personality of the writer.

As it is explained in the first part of this chapter, I rather act before thinking about consequences, and so I tended to act too fast in the process without taking time thinking about options. The first problem encountered was the organization of writing this dissertation, as it was a new exercise, and as I had difficulties in time management.

The completion of this dissertation project is the culmination of a long period of academic and personal development, the majority of which I found to be challenging and at times stressful, even though I do not consider myself as a stressed person.

7.5. **SKILLS DEVELOPMENT**

This chapter will highlight skills that have been improved and gained through the dissertation process, and the impact on the personal evolution and professional identity of the writer.
7.5.1. TIME MANAGEMENT SKILLS

Time management and organization were considered as a weakness for me.

These are key assets to succeed in the dissertation writing process; it helps being less stressed, and respecting deadlines. To face the issues, I organized my work by using frameworks, and time management tools such as lists of actions, the Gantt chart (Appendix 1). The efforts made about time management were beneficial and will be used again to enhance productivity.

7.5.2. COMMUNICATION AND RELATIONSHIP SKILLS

Listening skills and staying open-minded were improved during the writing of this dissertation. To build a strong work, it is necessary to listen and understand others’ points of views. This point was made especially during the interviews’ process.

Working as a team with all the people involved in this process was beneficial as it was a fluent exchange of information, based on trust towards the same goal. It was obvious that this research needed several people to work as a team around it to be realistic, like the help of the interviewed, my supervisor...

Moreover, the reading of many academic articles increases my expertise in the field of event management and social media.

It is pivotal to underline here, that I had great help from two of my colleagues, Laura Adao, and Maxime Bompart, who were students with me at the DBS, in the same MCS program. I consider myself lucky to have the opportunities to discuss with them, and to manage stressful times since they were in the same situation.

7.5.3. PROJECT MANAGEMENT SKILLS

As I already had skills in project management as I was a conference producer in South Africa, the management of this dissertation as a project was considered as a real challenge, and the same pressure and determination were present like it is in professional work. This dissertation helped around planning, organizing, content producing and monitoring.

7.5.4. ACADEMIC SKILLS

I have been acquiring skills in terms of interpreting, and contextualizing literature reviews. Indeed, researching and writing literature review towards academic papers, in a logical and clear progression were not ones of my strengths. I feel that I have been
becoming more skilled in critical analysis since I improved my ability to extract relevant information from pieces and papers of academic literature, and to compare and to contrast them.

7.6. **LEARNING APPLICATIONS IN THE FUTURE**

The Master's degree in Marketing at Dublin Business School has been a rewarding experience. I added value to my skills: academic methods, academic approaches, time management skills, communication and relationship skills, and project management skills. And this will obviously be useful in my professional life. As a future conference producer, who inspires being a manager in Conferences and exhibitions management, these skills, and learnings which have been made will be included in my professional life, as they are necessary.

7.7. **CONCLUSIONS**

Throughout this chapter 6, reflections have been made on learning and acquired skills through this writing process. It shows the importance of involving personal and professional resources to get the best performance. Problems encountered were discussed and explained, and skills acquired have been highlighted. Finally, the great impact of this work included in the MSc program on my professional life was shown.
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APPENDIX

APPENDIX 1 : LOGBOOK & PLANNING

RESEARCH QUESTION - EVOLUTION

15 APRIL 2017
The efficiency of the use of new marketing digital tools in mobilising participants in the french business event sector

→ How effective is the use of new marketing digital tools in mobilising participants in the french business event sector?

Issue to fix

- The word “efficiency” needs to be removed because of the non-longitudinal aspect of the dissertation I couldn’t use the words field of “changing” like Impact - Effectiveness
- “Marketing digital” tools is too wide, and needed to be well worded
- Wondering about keeping “mobilizing participants”

(After my colleagues’ feedback)

21 MAY 2017
“The perception of new marketing digital tools in mobilizing participants in the French Business Event Sector”

→ How is the use of new marketing digital tools is perceived through mobilizing participants in the French Business Event Sector?

Issue to fix -

- Marketing digital tools still too deep
- French Business Event sector needs to be more specific
- Will not keep “Mobilizing Participants”

(After Gary’s Feedback)

10 JUNE 2017
An exploration of social media strategies in business conferences management in France

⇒ How Social Media impact business organization in Business Conference Management in France ?

Issue to fix -

- I have chosen Social Media instead of digital Strategies because it is more specific
- I become more specific also with “conference management“ instead of “Business Events“
“An exploration of social media strategies for MICE (Meeting, Incentives, Conferences Exhibitions) in France”

→ How are social media perceived in MICEs in France?

INTERVIEW #1 - Benjamin Couronne - Event Manager- Iamag MASTER CLASSES
9 AUGUST 2017 / Paris

ATTENDEES
Julia Rasson - researcher
Benjamin Couronne - Event Manager & Content creation Manager - Iamag Master Classes

COMPANY
Company: “Iamag.co - MasterClasses”, small company which creates huge conferences twice a year about Digital Art. They are the only French company which does this in Paris, and they have a huge awareness and international speakers. This manager is my friends, and every year I help them to organize these conferences. I think it could be interesting to understand the use of digital tools in mobilizing participants if the topic of the conferences are already related to digital. It important to underline that Iamag is not an agency, but a digital art platform, and the Iamag Master Classes is the event department of the company.

GOALS

- To better understand the organization’s use of social media
- To find out how to classify them and understand the needs of each channel
- To understand if and how they analyzes the consumer experience
- To found out what has been and what has not been beneficial or influential and why
- To understand what the company will use as social media strategies and why

PROCESS

<table>
<thead>
<tr>
<th>December 2017</th>
<th>MARCH 2017</th>
<th>TO DO</th>
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| We worked together on his conference management strategies for his company | Discussed about my future dissertation topic and I have decided to stay focus on digital + conference management | 1. Interview takes place the 8th of August as I come back to France and my flight land in Paris.  
2. Analyze and create data around this interview  
3. Give him feedback |
INTERVIEW #2 Pauline Pillon – Marketing Manager - CovoitIci

3 SEPT 2017 / LYON

ATTENDEES
Julia Rasson- researcher
Pauline Pillon

Medium agency based in the second biggest city in France. They organize corporate event, mainly for public corporate institutions, they organize conferences, awards, meetings … This company doesn’t use social media strategies that much, but they definitely want to improve their strategies and invest more money in digital strategies. They basically start from scratch about it.

GOALS
· To better understand the organisation’s use of social media
· To find out how to classify them and understand the needs of each channel
· To understand if and how they analyse the consumer experience
· To found out what has been and what has not been beneficial or influential and why
· To understand what the company will use as social media strategies and why

PROCESS

<table>
<thead>
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<th>DECEMBER 2017</th>
<th>MARCH - APRIL 2017</th>
<th>TO DO</th>
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</table>
| Discussed about my topic around event management | 1. Emails exchanged about my topic  
2. Confirmation she will contribute at the dissertation as a interviewed | 4. Interview takes place the 3rd of September when classes start again (at my previous school in Lyon)  
5. Analyze and create data around this interview  
6. Give her feedback |

INTERVIEW #3 Caroline Plateau – Marketing Manager- Spintelligent
4 OCT 2017 / LYON

ATTENDEES
Julia Rasson- researcher
Caroline Plateau

COMPANY
Provides world class trade-exhibitions & conferences, industry publications & multimedia resources, and business training programmes to help to expand operations and to achieve business ambitions. They operate across key industry sectors including Power & Energy, Mining & Extractive Industries, Commercial Real Estate, Education and Agriculture.

GOALS

- To better understand the organization’s use of social media
- To find out how to classify them and understand the needs of each channel
- To understand if and how they analyze the consumer experience
- To found out what has been and what has not been beneficial or influential and why
- To understand what the company will use as social media strategies and why

INTERVIEW #4 Aviva Rutel - Event Manager - Repère Communication

3 OCT 2017

ATTENDEES
Julia Rasson - researcher
Aviva Rutel

COMPANY

Small company based in Lyon, which organizes small events for small budgets. These MICE can be corporate or promotional (Product launching, team building...). It is a small company which has to survive in a very competitive market, and it will be interesting to understand if the use of social media is beneficial, and if they use different strategies around it than bigger companies.

GOALS

- To better understand the organisation’s use of social media
- To find out how to classify them and understand the needs of each channel
- To understand if and how they analyse the consumer experience
- To found out what has been and what has not been beneficial or influential and why
- To understand what the company will use as social media strategies and why
APPENDIX 2:

Where are we now?
- Goal performance (KPIs)
- Customer in sight
- E-marketplace SWOT
- Brand perception
- Internal capabilities and resources

How do we monitor performance?
- SEs + Web Analytics - KPIs
- Usability Testing/Mystery Shopping
- Customer Satisfaction Surveys
- Site Visitor Profiling
- Frequency of reporting
- Process of reporting and actions

Situation analysis

Control

Objectives

Strategy

Tactics

Actions

Where do we want to be?
- SEs Objectives
- Sell - customer acquisition and retention targets
- Serve - customer satisfaction targets
- Sizzle - site stickiness visit duration
- Speak - dialogue: number of engaged customers
- Save - quantified efficiency gains

How do we get there?
- Segmentation, Targeting and Positioning
- OVP (Online Value Proposition)
- Sequences, (Credibility before Visibility)
- Integration (Consistent OVP) and Database
- Tools (Web, functionality, e-mail, IPTV, etc.)

How exactly do we get there?
(the details of strategy)
- E-Marketing mix
  - including the communications mix
  - social networking, what happens when
- Details of contact strategy
- E-campaign initiative schedule

The details of tactics
Who does what and when
- Responsibilities and structure
- Internal resources and skills
- External agencies
IMC PROCESS MODEL FOR EVENT, BOWDIN ET AL, 2006
APPENDIX 4 : THE HUTTER – HENNINK QUALITATIVE RESEARCH CYCLE

The Hutter-Hennink Qualitative Research Cycle, 2010
Available at http://slideplayer.nl/slide/2084334
APPENDIX 5 : THE SAMPLING TECHNIQUES

The Sampling techniques by Saunders, 201
APPENDIX 6 : INTERVIEWS

INTERVIEW William Martin

Question 1
To start this interview, could you tell me a little about when your company started using/adopting social media in the marketing strategies?

*We started using them early. Our company to 10 years now, and we use them systematically for almost 6 years, we are forerunner of the above, I consider our company as "on the page" the top given the investments that we make ... We started social networks like service companies, or products. We waited to see that it was not just a fad, and that they fully integrate the daily lives of consumers, to use the same elements of strategy as brands of products for example. I find it not normal for companies that want to evolve to forget about including social networks in the company, both internally and externally.*

Question 2
What changes do you see from your company's initial uses of social media to how you use it now?

*Less frustration now! At first, we were lost! Now we control a lot more our networks, their uses, the results ... The tools are more powerful now, Today everyone uses social networks, we are 100% social networks! People use them at home, at the office, at the gym, in transport, everywhere! We must be everywhere, to catch them in the right place at the right time. It is technology itself that is changing social networks and their uses. What has changed is the fluidity of information, the ease of exchange. Only, now, Internet users have the ability to compare, and analyze reviews, reviews, reviews of the event, and this is a mandatory step before buying their ticket. I do not know if it's the technologies that have changed the behavior of the consumer or if it's the consumer himself who is pushing the technology forward, but the two go hand in hand. And these tools are as much in our hands as in those of the participants. Social networks are now: interconnected, by the different devices, and the different networks themselves. Also, participants now dare to write louder about what they thought. We can now know if an event is good or zero at the moment the event is happening. Finally, changes are based on our teams, all our members or almost know how to use social networks today, it is essential to move together in the same direction on a common strategy.*

Question 3
Could you tell me about social media channels you are currently using?

*We use Facebook mainly, Twitter, Instagram, Snapchat, LinkedIn and Pinterest. We use them in different ways, and with different intensities, because we have different targets for each social network. LinkedIn for example, remains totally corporate and is only used for recruitment. On Facebook, we have a lot of fan, and we also have closed groups to exchange around the event in question. These groups are managed by our administrator. On Twitter, we use Hashtags, but I think they are not used to their full potential*
Also, we use Snapchat, but much less often, sometimes it is to show behind the scenes when the events happen

Question 4
Could you offer me your opinion about the purposes of your online strategy?

First, the social networking strategy aims to communicate. We communicate messages, information, we create communities, which themselves communicate with each other. It creates an attachment to the brand, a sense of belonging to something, and the event we create will bring those people together. So it’s a communication, which brings the promotion, and then brings the sale of tickets. First, we communicate with our current customers, then we can communicate on our prospects. Social networks bring us a valuable and powerful database. Also, it allows us to federate, to create communities, which will feed the brand content.

Question 5
What was your own company's experience in communication and public relations using social media?

As far as PR is concerned, in practical terms, it simply allows us to communicate with the press in a different way, but for most of our actions in PR, we often have the same journalists, and we use sms and calls instead. where they are close to us. It’s faster, and more efficient to contact people via social networks when you do RP, but it depends on people, sometimes it takes a little "pro" aspect and I do not like it too much.

Question 6
Can you tell a little about a process, a framework and/or a method you have used regarding your communication strategy?

Our strategy is articulated according to a pre-defined calendar, adjusted every year, but substantially based on the same elements, in the sense that we do the same events every year. But for social networks, in terms of method, very simply we launch the Facebook pages, twitter, Instagram etc ... From the creation of the event. Then we maintain the pages regularly, we post on Facebook about once every two days, Instagram is about once a week.

Question 7
Could you give me your opinion on the positive and negative impact of social media in customer relationship building?

On the negative side, it is that we are more likely to do custom. We have more and more people, so it’s hard to touch people where it really touches them. Also, in a negative point is that sometimes there is a gap between what the user says, post, writes, and even when he communicates directly in private message on the internet and in real life. People are not the same on social networks as in real life, so sometimes it is difficult to define them.
Question 8

I would like to learn about your opinion on relationship between attendance motivation and social media?

*For us, social networks have a real impact on the motivation to come to the event, it's really a lever. We are able to target our future customers via our current customers, thanks to social networks. We have one page per event, which allows to give all the updated information, and to post in real time the photos, and the videos of the show. People like teasers, they cannot wait to attend the event, so they follow the page carefully, all in addition to the notifications they receive if they like the page. Our event is the culmination of what was happening online. They want the real experience, and what's going on around it is just the periphery, our customers want to live this event! People motivate each other to go to the event, they tag themselves on Facebook, mention themselves on Twitter, it's pretty crazy the effect snowball that it can have. Our goal is to be attentive to all requests from users, and to answer all their questions.*

Question 9

Perhaps you could share your thoughts on the biggest issues you have with your consumers on social media?

*The biggest problem we have with our customers on social networks is that we are more likely to make one to one, we cannot send personalized messages, there is too much people, it is too much. We would like to refine our messages more. Today we have the tools to target, but it is insufficient. Also, it is sometimes difficult to federate on topics that one post. It is difficult to post content that always interests members. And you have to pay attention to repeated “flops”*

Question 10

How do you define your online communities?

*We are fortunate to act on a very specific market, on which the actors are connected, and need to constantly feed their knowledge, to stay up to date on the market. To make these people meet is our job, to do it well is our goal. Our communities grow each day and are in some ways divided into subgroups. For example, we will have very active people, who intervene a lot, and who are the leaders of the group. Also, we have male / female subgroups. Our communities are in mutual aid, and in the exchange of information, also since we are in sport, people motivate each other, ask for opinions on methods, and other theories. Everyone brings his stone to the building, and it's really interesting.*

Question 11

What is your opinion about Paid advertising?

*I recommend them! We use them, it's quite powerful, but I admit that sometimes we are a little lost in their uses. For example, I do not have the impression to use them optimally, sometimes I put some criteria a little random, I'm not too sure about the price. I listen to my colleagues and other opinions on these points, I confess I do not personally manage that. It's complex, but it works very well. In any case, this is what my team tells me ... I know that as a consumer, and not just events, paid advertising has an impact on me, even if I do not click on the first links that appear in front of me,*
because I’m not a novice. But I know that the targeting options work well, for example in the reservation of airline tickets it works on me!

Question 12
How do you measure your social media strategies?

We analyze our numbers, via Google Analytics, AdWords etc.… Also, we analyze our traffics numbers, the transformation numbers, from social media to websites. Also, I recently found out about two tools which give you a kind of grade of your influence on social media: Klout and kred, this is totally new for me, but it is really interesting, it also gives comparatives grades with other pages, competitors or other social media channels.

Question 13
How do you see the future of the MICE market? How optimistic are you?

I am not afraid about the future at all! The MICE market is innovative, has great opportunities. We must be aware of the viability of the information, indeed, what please to people today, will not please them tomorrow.

FRENCH VERSION

Question 1
Nous avons commencé à les utiliser assez tôt. Notre entreprise à 10 ans maintenant, et nous les utilisons de façon systématique depuis bientôt 6 ans, on est précurseur là-dessus, je considère notre entreprise comme « à la page » là-dessus vu les investissements que l’on fait...
On s’est mis au réseau social comme les entreprises de service, ou de produits. On a attendu de voir que ce n’était pas juste une mode, et qu’ils intègrent complètement le quotidien des consommateurs, pour utiliser les mêmes éléments de stratégie que les marques de produits par exemple. Je trouve ça pas normal devoir des entreprises qui veulent évoluer peuvent oublier d’inclure les réseaux sociaux dans l’entreprise, en interne comme en externe.

Question 2
Déjà beaucoup moins de frustration. Au début, on était perdus ! Maintenant on contrôle beaucoup plus nos réseaux, leurs utilisations, les résultats... Les outils sont plus performants maintenant, Aujourd’hui tout le monde utilise les réseaux sociaux, nous on est 100% réseaux sociaux ! Les gens les utilisent à la maison, au bureau, à la salle de sport, dans les transports, partout ! On se doit nous d’être partout, pour les catcher au bon endroit au bon moment. C’est la technologie elle-même qui à fait changer les réseaux sociaux et leurs utilisations. Ce qui a changé c’est la fluidité des informations, la facilité à échanger. Seulement, maintenant, les internautes ont la possibilité de comparer, et d’analyser les avis, les commentaires, reviews de l’événement, et cela est une étape obligatoire avant d’acheter leur billet. Je ne sais pas si ce sont les technologies qui ont fait changer le comportement du consommateur ou si c’est le consommateur lui-même qui fait avancer la technologie, mais les deux vont de pair. Et ces outils sont autant dans nos mains que dans celles des participants. Les réseaux sociaux sont maintenant : interconnectés, par les différents appareils, et les différents réseaux eux-mêmes. Aussi, les participants osent maintenant écrire de façon transparente ce qu’ils pensaient tout bas. On peut savoir maintenant si un événement est bien ou nul à l’instant même où l’événement est en train de se passer. Enfin, les changements sont
basés sur nos équipes, tous nos membres ou presque savent utiliser les réseaux sociaux aujourd’hui, c’est indispensable pour avancer ensemble dans la même direction sur un stratégie commune.

**Question 3**
Nous utilisons Facebook principalement, Twitter, Instagram, Snapchat, LinkedIn et Pinterest. Nous les utilisons de façons différentes, et avec des intensités distinctes, car nous avons différentes cibles pour chaque réseau social. Linkedin par exemple, reste totalement corporate et n’est utilisé que pour le recrutement. Sur Facebook, nous avons beaucoup de fan, et nous avons aussi des groupes fermés destinés à échanger autour de l’événement en question. Ces groupes sont gérés par notre administrateur. Sur Twitter, nous utilisons des Hashtags mais je pense qu’ils ne sont pas utilisés au maximum de leur potentiel. Aussi, on utilise Snapchat, mais beaucoup moins souvent, parfois c’est pour montrer les coulisses lorsqu’on monte les événements.

**Question 4**
Tout d’abord, la stratégie de réseaux sociaux a pour but de communiquer. Nous communiquons des messages, des informations, nous créons des communautés, qui elles-mêmes communiquent entre elles. C’est donc une communication, qui amène la promotion, et qui amène ensuite la vente de tickets. D’abord on communique avec nos clients actuels, ensuite on peut communiquer sur nos prospects. Les réseaux sociaux nous amènent une précieuse et puissante base de données. Aussi, ça nous permet de fédérer, de créer des communautés, qui vont nourrir la marque.

**Question 5**
En ce qui concerne les PR, concrètement, ça nous permet simplement de communiquer avec la presse de façon différente, mais pour la plupart de nos actions en PR, nous avons souvent les mêmes journalistes, et nous utilisons plutôt les sms et appels dans le sens où ils sont proches de nous. C’est plus rapide, et plus efficace de contacter les gens via les réseaux sociaux quand on fait du RP, mais ça dépend vraiment des gens, parfois ça enlève un peu l’aspect « pro » et ça ne me plait pas trop.

**Question 6**
Notre stratégie est articulée selon un calendrier pré définie, ajusté tous les ans, mais sensiblement basée sur les mêmes éléments, dans le sens ou on fait les mêmes événements chaque année. Mais pour les réseaux sociaux, en termes de méthode, très simplement on lance les pages Facebook, twitter, Instagram etc... Dès la création de l’événement. Ensuite on entretient les pages de façon régulière, on post sur Facebook environ une fois tous les deux jours, sur Instagram c’est environ une fois par semaine.

**Question 7**
Concernant le point négatif, c’est que l’on arrive plus à faire du personnalisé. On a de plus en plus de monde, donc c’est compliqué de toucher les gens là ou ça les touche vraiment. Aussi, dans un point négatif c’est que parfois il y a un fossé entre ce que l’internaute dit, post, écrit, et même ce lorsqu’il communique directement en message privé sur internet et dans la vie réelle. Les gens ne sont pas les mêmes sur les réseaux sociaux que dans la vraie vie, parfois on a donc du mal à les cerner.

**Question 8**
Pour nous, les réseaux sociaux ont un vrai impact sur la motivation à venir à l’événement, c’est vraiment un levier. On arrive a cibler nos futurs clients via nos actuels clients, et cela grâce aux réseaux sociaux. Nous avons une page par événement, qui

Ils veulent la véritable expérience, et ce qui se passe autour c’est simplement de la périphérie, nos clients ils veulent le vivre cet événement ! Les gens se motivent entre eux à aller à l’événement, ils se tagguent sur Facebook, se mentionnent sur Twitter, c’est assez fou l’effet boule de neige que cela peut avoir. Nous notre but là c’est d’être attentif à toutes demandes des utilisateurs, et de répondre à toutes leurs questions.

**Question 9**

Le plus gros problème qu’on a avec nos clients sur les réseaux sociaux, c’est que l’on arrive plus à faire du one to one, on ne peut plus envoyer de messages personnalisés, il y a trop monde, c’est une trop grande masse. On aimerait affiner plus nos messages. Aujourd’hui on a les outils pour cibler, mais c’est insuffisant.

Aussi, on a parfois du mal à fédérer sur les topics que l’on post. Il est difficile de poster du contenu qui toujours intéressent les adhérents. Et il faut faire attention aux flops à répétition.

**Question 10**

Nous avons la chance d’agir sur un marché bien spécifique, sur lequel les acteurs sont connectés, et ont besoin d’alimenter sans cesse leurs connaissances, pour rester à jour sur le marché.

Faire se rencontrer ces individus, c’est notre travail, le faire bien c’est notre objectif. Nos communautés grandissent chaque jour et sont en quelques sortes divisés en sous-groupes. Par exemple, on va avoir des gens très actifs, qui interviennent beaucoup, et qui sont les leaders du groupe. Aussi, on a des sous-groupes hommes/ femmes. Nos communautés elles sont dans l’entraide, et dans l’échange d’information, aussi puisque nous sommes dans le sport, les gens se motivent entre eux, demandent des avis sur les méthodes, et autres théories. Chacun apporte sa pierre à l’édifice, et c’est vraiment intéressant.

**Question 11**

Je les recommande ! Nous les utilisons, c’est assez puissant, mais j’avoue que parfois on est un peu perdu dans leurs utilisations. Par exemple, je n’ai pas l’impression de les utiliser de façon optimale, parfois je mets des critères un peu aléatoires, je ne suis aussi pas très sûr du prix. J’écoute mes collègues et autres avis concernant ces points, je n’avoue pas gérer personnellement cela.

C’est complexe, mais ça marche très bien. En tous cas, c’est ce que mon équipe me dit… Je sais qu’en tant que consommateurs, et pas seulement d’événements, les publicités payantes ont un impact sur moi, même si je ne clique pas sur les premiers liens qui s’affichent devant moi, car je ne suis pas novice. Mais je sais que les options de ciblages marchent bien, par exemple dans la réservation de billets d’avions ça marche sur moi !

**Question 12**

Nous analysons nos chiffres via Google Analytics, AdWords etc ... En outre, nous analysons nos numéros de trafic, les numéros de transformation, des médias sociaux aux sites Web.aussi, j’ai récemment découvert deux outils qui vous donnent une idée de votre influence sur les médias sociaux : Klout et kred, c’est totalement nouveau pour moi, mais c’est vraiment intéressant, ça donne aussi des notes comparatives avec d’autres pages, des concurrents ou d’autres canaux de médias sociaux
Question 13
Je n'ai pas peur du futur ! Le marché MICE est innovant, a de grandes opportunités. Nous devons être conscients de la viabilité de l'information, en effet, ce qui plaît aux gens aujourd'hui, ne leur plaira pas demain.
INTERVIEW Pauline Pillon

Question 1

To start this interview, could you tell me a little about when your company started using/adopting social media in the marketing strategies?

To meet event needs, we need to federate a community; it imposed itself really, from the beginning of the creation of the company, to create a brand image, to be able to manage our public relations and events.

The brand image we have is proximity, availability, and it is only through social networks that we could reach it. From the beginning, social networks have been included in the strategies, only these networks have allowed us to reach such broad targets, and to achieve our goals.

J (Interviewer) - ‘May I ask you, when was your business born?

We launched this startup 3 years ago, so we’re 3 years old this year. It’s a modern business, which therefore takes into account social networks, in my opinion all companies are on social networks now, it’s essential.

Question 2

What changes do you see from your company’s initial uses of social media to how you use it now?

It is true that in two or three years there have been changes, but much less than in the last ten years. What I notice, and the most glaring are the tools of publications that are increasingly powerful, especially in terms of targeting, which has become very sharp. At the same time, it is an advantage, at the same time it forces us to be fastidious, meticulous vis-à-vis the competitors. That is the reason why we have totally implanted social media in our management.

It was developed by the brands of social networks themselves.

Also, it is totally crazy how we can catch people on different devises, on their phones, laptops, even watches now!

Question 3

Could you tell me about social media channels you are currently using?

All-by needs, but we have two favorites. Twitter on the one hand, for the B2B press relations, it is a target that is very active on twitter, municipalities, the press, elected officials. In B2C, we use Facebook for public events, it’s obvious, it’s where there is the most traffic, so where we can reach the most people.
J- But you say you use them all?

_We have a Linkedin presence, which is much less interactive, it is used instead to answer questions, to be available to answer the more formal questions. We also have a presence on Youtube, which goes with Facebook in terms of SEO. We use both platforms commonly, when we publish a video on Facebook, it is available on Youtube, and vice versa._

_Instagram, since the purchase by Facebook, it works very well. But those are media "supports" to the first two. In terms of fan and followers one has to be around 3000 people._

J- And I think of other social networks, released by Google for example, or other networks rather oriented photos or videos? others who would be considered "lagging behind"?

_I use Pinterest for example, but I have not created a brand account on this network, I use it personally to find inspiration. It was not useful for the brand, because it’s a bit time consuming, but I'm using it to find content, or cool messages that I can transpose on other social networks. Google +, I did not understand why they launched this, but very few people follow on Google +, but we have one anyway but it is not useful. Google + lack of ergonomics, compared to the networks that we use, and lack of communication, it is a network for professionals, but we generate more traffic on Linkedin._

**Question 4**

Could you offer me your opinion about the purposes of your online strategy?

_There are two kinds: touching and communicating to the press and communities on the one hand, conveying our messages that are usually rather informal, and the goal of social networks is to communicate with them in a way professional but a little more fun, relaxation, which makes them want to go to us._

_This is how we organize and federate around events, it is by contacting them by Twitter, or Facebook, without even knowing them, but by calling them._

_On the B2C target is to federate around the mask and create a community, and make love the brand._

_Also, it gives SEO opportunities, because keywords, and the name of the brand are on different platforms._

**Question 5**

What was your own company's experience in communication and public relations using social media?

_We are a public relations and communication company, so we have experienced all this through change, as we said before we contact people differently. What has changed, and what could be improved, is to reduce the distance that is created through the media._
Communication, PR and social networks help to create proximity, to enter intimacy. They do not know the brand, and it does not necessarily interest them. For example, when we talk to communities, and we offer them our event services, they do not necessarily need them, they could do it without us. Contact them via social networks to show them our ability to communicate, and make them change their minds, which is much easier via social networks.

J- so it's for commercial purposes? We want to sell the service itself, and then it goes further because after the service, we create a community related to the event itself. In addition, even if they are already acquired customers, it is simpler, and it is faster to communicate with them before, during and after the event. Communities face public opinion, leave their public accounts, and often react positively when we contact them publicly on their networks. They can not publicly be negative.

Question 6

Can you tell a little about a process, a framework and/or a method you have used regarding your communication strategy?

Everyone who works with social networks needs framing tools. We have a schedule of publications, established in advance. The calendars regroup the subjects of publications, the elements, the photos, gif, videos, dates, possible or not previewings. On facebook, it is possible to pre-publish, and this is very useful. On the other hand, we have room for maneuver and we leave ourselves with the freedom and the hindsight, if we have other more important posts, we will put them forward; We do not remain attached to the calendar in the sense that it will evolve every day, according to information, and other events. At the same time, we have a great base that allows us to remain consistent and to anticipate, both we allow ourselves freedom according to our customers. All this depends on the results that we obtained previously from one event to another, for example if we realize that by posting "direct lives" we had a large participation, we will rely above and do not use the same codes as before, such as for example GIFs; or simple publications. We adapt to trends, to current tools. For me, right now, live shows are becoming less fashionable, and people prefer to go back to the photos. We keep the frame, but we adapt it.

J- I bounce, on the words you use, live live, GIF ... What is it for you? These are trends, like hachatg, they depend on the media. These are trendy tools. We do a watch to find them, but we must keep in mind that even if they are useful for one brand, they may not be for another, the target is different. We adapt to the tools as they develop, but we adapt them to our target so that they are effective. We do not have a precise Hachtag for event names, because we use the Hachtag of the brand, it is rather corporate. We keep an eye on our situation continuously, but also the day before on competitors. The day before is completely integrated in the process, it is natural. Everyone is responsible for the day before, the information is transmitted. The day before is wide, but condensed because we use SCLACK; We have a reserved channel on the eve.

J- It's interesting because you talk about Slack, which I remember is a social network also, but used internally. So you use the networks both in your internal and external communication strategy?

So, yes it's obvious to us, it's so fast as a transfer of information so natural that it's completely integrated. It was self-imposed as the team works on the one hand and others from France we realized that it was no longer possible to send emails and send
them to our customers. It was too heavy, so we took the option of social networks, internally and externally. In our company we are really for social networks, we do not understand companies that do not use social networks and their opportunities.

Question 7

Could you give me your opinion on the positive and negative impact of social media in customer relationship building?

Positively, it creates proximity and speed that is not found elsewhere, whatever our target and whatever the medium. The social network will create proximity to the customer no matter where it is geographically, and no matter if it is on his laptop, on his computer, in the train, at the office.

Also, it allows the two-way exchange, that is to say that we are not simply producing an advertisement that the consumer must watch or contemplate. With social networks there is a real exchange, a connectivity. Returns are direct, and impose a message and people are invited to respond to this message and interact around this message. All brands should work with social networks to convey their messages, in my opinion.

Regarding the negative point is that having a good image on the Internet and on social networks takes a lot of time. There is the day before, there is the reflection around the posts, to study the competition and the technological innovations it is a consequent time in terms of process. This time is not lost but it needs to be optimized. Our three communication officers, integrate in their work the digital communication and therefore the communication on the social networks. For now, the company is rather small so they still have enough time to be able to deal with social networks. I think that given the long-term growth, it will be necessary to employ a person dedicated solely to the management of social networks. This would allow us to grow on the networks we are not currently on. Social networks allow familiarity usability it brings closer to discuss directly with the staff, the community manager of a brand, we feel important. We feel useful and close to the mark. The brand is almost a friend and I think that’s the goal for all companies.

Question 8

I would like to learn about your opinion on relationship between attendance motivation and social media?

For me it is a spiderweb system. There are several things that come into play when you leave an event on social networks. On the one hand, this principle of spiderweb. We send some invitations first. About 60 people will answer that yes, they participate. This is displayed on their wall Facebook for example and we communicate via these people that we selected upstream via the principle of the spider web.

The friends of these selected, then friends of friends will see the communication of the event on social networks. They will want to participate, will want to learn about the event and that’s how we inflate the participants. The profusion of information is very convenient via Facebook or on other social networks.

The things that really influence the fact that people come or not is the whole teaser part, it is a technique that is used a lot that allows you to post in a step, and that arouses curiosity. It’s like an advertisement in several times and it works very well with us. People are clinging and can not wait to see the next Teaser series.
For example we will publish posts on our teams in the process of setting up an event in the field but without giving the name of the event or its objective and it arouses the curiosity of the users.

They are waiting for the next post to get the answer to the question ie what event is it going to mount where then for which brand where is going to be invited they feel obliged to have the information all immediately and the frustration due to the lack of information generates the fact of wanting to follow the brand, the page on social networks. We give the information drop-wise. You have to pay attention to the number of people who announce that they are going to event and those who will really participate. For example we have a high number of participants and in the end 30% of its participants do not come. What shows that we realized this trend is the Facebook button 'Interested' which is doing very well in relation to all this. That is, people want to follow the information, but are not sure to come. Facebook has captured the trend, and this tool helps us in our events. There is the point of view "I would like to go but I do not want to commit myself and I want to have the information anyway."

The important point here is that consumers know what we are doing and will follow the event via social networks, which will either trigger the desire to come to this event this time, or the next time. The message will be passed, and our communication will be effective

J - I'm talking now about another dimension of the event just now we talked about tools like "lives". Now it's quite easy to attend an event remotely, to have the information you need about this event and my question is do you think that this evolution of technology and communication around the event will slow down the real participation in the event?

No, I do not think it can slow down the coming to the event. For example today you still see spectators who move on TV sets is very popular, people love to participate. They want the experience of the event. People want to feel the emotion, the stimulation. They want "I'm with my friends I see people, I socialize"

Look, it's like the World Cup: "I'd rather go to the World Cup than watch the World Cup on TV, especially I want people to know that I went to the World Cup in true rather than watching it on TV"

So no I do not think technology will replace the real presence. Once again people need experience, so live and technologies are simply additional tools, for those who will not come to the event anyway.

Either the participants can not come because they do not have the time, or the means, or the desire is no longer there, and they can use these technological tools, or the participants who are really there are glorified, to see at the moment T, lives, and feel the privilege to participate in the event for real, to attend something in real, which is broadcast only in video or photo on social networks.
Question 9

Perhaps you could share your thoughts on the biggest problems you have with your consumers on social media?

So I have two in mind that do not have the same dimension. The first is a problem that comes from the sociological dimension: for me people need information, all information at the moment. It is "everything, right now" and so we are faced with consumers who would like us to "pre-hire" the information. That is, the information is available online, it seems clear to us. But this is not always the case for consumers, who do not find it instantly. We cannot organize platforms with all the information available to all types of consumers at different times during the purchase process or the event information process. This is too much information, for too many different customers, for too many different media.

For example the entrance fees, the place, the means of transport etc ... rather the basic information is clearly explained on our social networks, but it still happens to have private messages from our consumers to ask us this kind of information and that as I mentioned it takes a lot of time. And obviously, we can not leave the person unanswered.

I would even say that there are about 10% of participants who will send us a private message to ask us for information I speak rather in terms of target B2B press relations via organization of press conferences.

They are used to having community managers available 24/24. For us who do not have a community manager in charge of the image on the networks only, this can be a problem especially a few hours before the event ...

The consumer is no longer looking for information. This is the information that must be presented to him.

The second problem that I see in terms of challenges, I do not know if it is an evolution, but it is that there are always people who are unhappy and this even before the event happened. There will always be people who are upset. They feel that the event is too expensive where it does not have much use before even inquiring about the event itself. It's up to us to focus our communication on that, To envy those who are pessimistic in advance. I find that there are more and more.

They express this negatively, in their comments, expose their views on our pages on all our social networks, and we must respond. I would like this to be more constructive in consumer comments, and that we can move forward together rather than having negative views for no apparent reason. So we contact them, we contact them again and we try to dig, to find the reasons for these negative points of view. We cannot leave someone who criticizes the event unanswered even if sometimes we really want ...

(laughs)
So we insist, to discuss and understand the problem, whether the person just wants to moan and criticize or if there is really a problem of substance. The difficulty she is here for me.

But overall with our customers we have good feedback. I must say that it is still rather rare that people complain in a significant way. We are lucky because when it is good, and when they are happy, our communities tell us. There is also a lot of positive that is transmitted on social networks. We even sometimes have consumers who criticize online before the event but who still come to meet us and discuss the D-Day of the event.
Once again I think that all brands must meet their consumers online, whether negative or positive. Personally, it does not matter to me when I have a complaint or a comment to make and that the brand does not answer me. On the one hand, it removes completely the aspect of proximity to the consumer and on the other hand it does not improve and bounce on the comments of our consumers. For me, this is the information that is most important because they leverage the strategy.

The consumer today wants to have a brand that listens that can say "OK you’re not happy, I’ll understand why and I’ll answer your question, your discontent and I’ll show you the brand or event that I can do better, that I listened to you and that you can trust me "

**Question 10**

Regarding the timing, I imagine you communicate differently before during and after the event? How is this going for you?

So on the one hand, when we publish the event, we give the basic information that is to say the place, the why, who organizes this event, to whom it is intended. We give the basic information when we do not enter a teaser approach as I explained before.

It's really dependent on the event, for example we give all the information at once if it's a small event with town halls, small towns where there is little information. Or it is a very big event for the general public, and here we give information drop by drop, day by day. It also depends on the type of client we work with and the target. Upstream, we also sponsor our events, this is part of the strategy as we work with very specific targets, ads on social networks allow us to target very accurately. We use the sponsorship and the precise target to have very powerful spin-offs. This is done upstream, before prices rise. We also try to link the social networks with the presence on the ground is very important for us therefore to talk about the event live, to prove that there are real people behind the social networks. For example, messages, and meetings are done on social networks on the one hand, but we do their utmost so that they also arrive in real in real networking not Virtual Networking.

We try to do it as much as possible, but this is sometimes complicated because it takes labor and time and it is quite expensive

If I move my community managers, my communication managers, in the field for the day it makes me lose two weeks maybe a week of image management on social networks, and that I cannot really afford. There are also quiet periods for example, the summer and the school holidays or there indeed we can afford to send people on the ground, in addition it is in a slightly more relaxed atmosphere but which is just as important because the events are done throughout the year and here it removes a formal aspect and it builds trust.

During the event, as I said, we are very much in live, live live on Facebook or live tweets, about two or three per hour. We are on instant photos or instant videos so not very good quality, it will not be retouched. It's really "sharing raw information as it happens"

After the event we post a lot on the fallout, the number of people who came, the fallout media, the press, TV. We keep the link with the public, we tag them in the publications, in the photos, we try to identify a maximum of ambassador and we quote them so that they are always part of the event after this one. We are always in this dimension of
recognition, they are happy to have come to the event they are happy that the event
thanks them and shows them publicly via social networks that they are grateful for their
coming.
So we manage to keep our users online after the event on social networks over a period
of about one to three weeks maximum. It is ephemeral, but it is very important.

Question 11
Can you tell me about the criteria you use for your social media strategy?

I understand it in relation to the measurement, the measurement criteria. We use the
AdWords tool to measure returns so we use basic KPIs. For example, we will measure
the keywords used in the searches of our users. We analyze the keywords that are
related to our events and the brand and according to our objectives we look at the
evolutions during before and after the event. We keep an eye on the number of views,
likes, and shares, comments on Facebook and Twitter pages mainly, but on other
networks too. There are also other KPIs that put for example the number of visits to the
site after a post, where the number of comments or clicks of the site to the blog. This is
the percentage of transformation. You can also measure program downloads, or other
information. We use the same KPIs for each event, obviously adapted to the objectives

Question 12
Perhaps you could share your impressions of paying ads online?

So this is something we use a lot and that's how we communicate mainly about our
events especially via sponsorship.

This is the best because we pay very little for the moment and we have very good
results so it is a very good value for money in terms of investment. 300 € invested in
Facebook for example, allows spin-offs that are huge. While with a TV spot we will pay very expensive and we could not targeter also
specifically so the impact has nothing to do and the price much cheaper.
For me it is a tool that for the moment is very cheap and allows us to achieve our goals.
I am convinced these prices will increase in few years, so it is important to invest now.
For me, do not hesitate to invest in networks and paid publications on social networks, in
my opinion in three years the price will have tripled. We must seize the wave today.
The pay advertising results and results are less important on Google than on Facebook
because from my point of view, it's less focused on Google than on Facebook.
There are new technological tools that are developing as for example Waves
Which is a GPS system like a Google Maps that is collaborative and allows to make
gelocated ads. For example I put my GPS to go home I miss the place of the event and
I have a window that pop in the middle of my screen with an advertisement for the
event itself. These are new formats that are currently very cheap because they are not
used much, but they work very well.

Question 13
Can you give me your experience in terms of measuring social media results?

It’s a little bit like what I said before. People do not consume social networks in the same
way as before, so I cannot compare previous results to current results.
They want the message and the information now, they are consuming it now.
The evolution of mentalities, consumption makes that we can no longer judge the true interest of consumers in a brand or event because it is buried around a mass of information.

We can like a page, put a "like" but we do not go further, we do not really give his opinion for me it is a measure that must be taken into account. The interest is expressed differently.

It is difficult to measure the true interest of the consumer, we rely today much on the live, the like and that does not mean that our subject really interested the consumer or that the message is passed or that they have read the article or information. We cannot really compare the results of what is happening now with what was happening in the near future with numbers or tools because consumer behavior is changing, and tools are changing as well. They adapt to each other they are interconnected.

Question 14

Tell me about communities on Facebook, what is your point of view?

Our communities are based on caring, people want to share moments with others, to help each other, to be part of something, something bigger. It answers, "I am here, I am present, I show that I am present, I want to exist in this Cosmos there" Our communities are friendly with everyone, they want to discuss in a healthy way. The key word is mutual help. They interact with each other, they comment and share and for us it is very precious. If they share, that means they approve.

And this is increasingly rare as food, we are lucky to have this community, so we pamper them. They are invested. For example, when we make a mistake, users give us the error but not aggressively just to help us build the event. This weekend for example I have someone who sent me a private message via social networks to tell me that there was a spelling error on a panel light. These are details but it is very important for us that the community is invested and faithful So they communicate with each other as much as with us as an organizer so it’s very positive.

Question 15

How optimistic are you about the future of MICE management?

I am very optimistic! With all the technological advances, the tools, the means of transmitting the messages we can only go forward, that from the moment we adapt so the future is very interesting! It will be necessary to deal with new mentalities more and more difficult and at the same time tools more and more precise and developed, to meet their expectations.

For example, we are developing robots that could respond on Messenger to all consumers as we are discussing you and me. We arrive in a world where big brands that have the means, can automate everything, it looks like a New World and this is just one example of future market opportunities.

As people need communication, they need events (companies and people) This industry needs to understand the changes of technologies and its opportunities. We must adapt our strategies every day.
To conclude this interview, I would like to ask you:

How long have you been in the industry? 3/4 years old. Do you have specific qualifications regarding your position? Master in communication and marketing, and training paid by my company. What is the size of your company? about 20 people

Thank you for participating in this interview, it is very important for my research I invite you to contact me at any time if you need help with this interview process, as stipulated in the consent form

FRENCH VERSION

Question 1
Pour commencer cette interview, pourriez-vous me dire quand votre entreprise a commencé à utiliser / adopter les médias sociaux dans les stratégies marketing ? Pour répondre aux besoins événementiels, on a besoin de fédérer une communauté

Ça s’est imposé vraiment imposé dès le début de la création de l’entreprise, pour créer une image de marque, pour pouvoir gérer nos relations publics et événementielles. L’Image de marque qu’on a c’est la proximité, la disponibilité, et ça il n’y a qu’à travers les réseaux sociaux qu’on pouvait l’atteindre. Dès le début, les réseaux sociaux ont été inclus dans la stratégies, il n’y a que ces réseaux qui nous ont permis d’atteindre des cibles aussi larges, et de réussir nos objectifs.

J- ‘Votre entreprise est née quand exactement si je puis me permettre ? » On a lancé la cette startup il y a 3 ans, donc on a 3 ans cette année C’est une entreprise moderne, qui donc prend en compte les réseaux sociaux, à mon avis toutes les entreprises sont sur les réseaux sociaux maintenant, c’est essentiel.

Question 2
C’est vrai qu’en deux trois ans il y a eu des évolutions, mais beaucoup moins que ces dix dernières années. Ce que je remarque, et le plus flagrant ce sont les outils de publications qui sont de plus en plus performants, notamment au niveau du ciblage, qui est devenu très pointu. A la fois c’est un avantage, à la fois ça nous oblige à être pointilleux, minutieux vis-à-vis des concurrents.

J-donc pour vous les changements se font via les avancées technologiques d’autres marques qui mettent les outils en place ? Google ? Oui, développés par les marques de réseaux sociaux elles-mêmes.

Question 3
Tous- par besoins mais On en a deux favoris. Twitter d’une part, pour les relations presses en B2B, c’est une cible qui est très active sur twitter, les communes, la presse, les élus. En B2C, On utilise Facebook pour les événements grand public, c’est évident, c’est la ou il y a le plus de traffic, donc là où on peut toucher le plus de monde

J- Mais vous dites que vous les utiliser tous ?

On a une présence Linkedin, qui est beaucoup moins interactive, on s’en sert plutôt pour répondre aux questions, être disponibles pour répondre aux questions plutôt formelles. On a également une présence sur Youtube, qui va de pair avec Facebook en termes de référencement. On utilise les deux plateformes communément, lorsque l’on publie une vidéo sur Facebook, elle est disponible sur Youtube, et inversement.

Instagram, depuis le rachat par Facebook, ça fonctionne très bien. Mais ceux sont des médias « supports » aux deux premiers. En termes de fan et followers on doit être à environ 3000 personnes.

J- Et je pense à d’autres réseaux sociaux, sortis par Google par exemple, ou d’autres réseaux plutôt orientés photos ou vidéos ? d’autres qui seraient considérés comme « la traîne » ? Je me sers de Pinterest par exemple, mais je n’ai pas créé de compte de marque sur ce réseau, je m’en sers de façon personnelle pour y trouver l’inspiration. Ce n’était pas utile pour la marque, car c’est un peu chronophage, mais moi je m’en sers pour trouver les contenus, ou messages sympa que je peux transposer sur d’autres réseaux sociaux. Google +, je n’ai pas compris pourquoi ils ont lancé cela, mais très peu de personnes suivent sur Google +, mais on a en a un quand même mais il n’est pas utile. Google + manque d’ergonomie, comparé aux réseaux que l’on utilise, et manque de communication, c’est un réseau destiné aux professionnels, mais on génère plus de traffic sur Linkedin.

**Question 4**

Il y en a deux sortes : toucher et communiquer vers la presse et les collectivités d’une part, transmettre nos messages qui sont d’habitude plutôt informels, et l’objectif des réseaux sociaux c’est de communiquer vers eux d’une manière professionnelle mais un peu plus fun, détente, qui leur donne envie d’aller vers nous. C’est comme cela qu’on organise et fédère autour des événements, c’est en les contactant par Twitter, ou Facebook, sans même les connaître, mais en les interpellant.

Sur la cible B2C c’est fédérer autour de la maque et créer une communauté, et faire aimer la marque.

**Question 5**

On est une entreprise de relation public et de communication, donc on a vécu tout ça au travers du changement, comme dit avant on contacte les gens autrement. Ce qui a changé, et ce qui pourrait s’améliorer, c’est réduire la distance qui se créer au travers des médias.

La communication, les PR et les réseaux sociaux c’est créer de la proximité, c’est entrer dans l’intimité. Ils ne connaissent pas la marque, et elle ne les intéresse pas forcément. Par exemple, quand on s’adresse à des collectivités, et qu’on leur propose nos services événementiels, ils n’en ont pas forcément besoin, ils pourraient le faire sans nous. Les contacter via les réseaux sociaux permet de leur montrer nos capacités à communiquer, et les faire changer d’avis, ce qui est beaucoup plus simple via les réseaux sociaux.

J- c’est donc à des fins commerciales ?
On veut vendre le service lui-même, et ensuite ça va plus loin car après le service, on créer une communauté liée à l’événement lui-même. De plus, même si ce sont des clients déjà acquis, c’est plus simple et ça va plus vite de communiquer avec eux avant, pendant et après l’événement. Les communautés sont confrontées à l’opinion publique, et laisse leurs comptes publics, et souvent ils réagissent de manière positive lorsque nous les contactons de façon publique sur leurs réseaux. Ils ne peuvent pas publiquement être négatives.

**Question 6**

Tous ceux qui travaillent avec les réseaux sociaux ont besoin d’outils de cadrage. Nous avons un calendrier de publications, établi à l’avance. Les calendriers regroupent les sujets de publications, les éléments, les photos, gif, vidéos, dates, prévisualisons possible ou non sur facebook, il est possible de pré publier, et cela nous est très utile. D’autre part, nous avons une marge de manœuvre et nous nous laissons de la liberté et du recul, si nous avons d’autres posts plus importants, nous les mettrons en avant ; On ne reste pas attaché au calendrier dans le sens ou il va évoluer chaque jour, en fonction des informations, et autres événements. A la fois nous avons une grande base qui nous permet de rester cohérent et d’anticiper, à la fois on s’autorise de la liberté en fonction de nos clients.

Tout cela dépend des résultats que l’on a obtenu précédemment d’un événement à un autre, par exemple si l’on se rend compte qu’en postant des « directs lives » on a eu une grande participation, on va s’appuyer dessus et ne pas utiliser les mêmes codes que précédemment, comme par exemple les GIF ; ou publications simples. Nous nous adaptions aux tendances, aux outils actuels. Pour moi, en ce moment, les direct lives sont de moins en moins à la mode, et les gens préfèrent revenir aux photos. Nous gardons la trame, mais nous l’adaptions.

**J- je rebondis, sur les mots que vous utilisez, direct live, GIF ... Qu’est-ce que c’est au juste pour vous ?**

Ce sont des tendances, comme les hashtag, ils dépendent du média. Ce sont des outils tendances. Nous, nous faisons une veille pour les repérer, mais il faut garder en tête que même s’ils sont utiles pour une marque, ils peuvent ne pas l’être pour une autre, la cible est différente. On s’adapte aux outils quand ils se développent, mais on les adapte à notre cible pour qu’ils soient efficaces. Nous n’avons pas de Hashtag précis pour les noms événements, car nous utilisons le Hashtag de la marque, c’est plutôt corporate. On fait une veille sur notre situation en continu, mais également de la veille sur les concurrents. La veille est complètement intégrée dans le processus, elle est naturelle. Tout le monde est chargé de la veille, on se transmet les informations. La veille est large, mais condensée car on utilise SCLACK ; Nous avons une channel reservée à la veille.

**J- C’est intéressant car vous me parlez de Slack, qui je le rappelle est un réseau social également, mais utilisé en interne. Donc vous utilisez les réseaux aussi bien dans votre stratégie de communication interne qu’externe ?**

Alors, oui c’est évident pour nous, c’est tellement rapide comme transfert d’information tellement naturel que c’est complètement intégré. Ça s’est imposé de nous-mêmes vu que l’équipe travaille d’une part et d’autres de la France on s’est rendu compte que ce n’était plus possible de s’envoyer des mails et d’en envoyer à nos clients. C’était trop lourd donc on a pris l’option des réseaux sociaux, en interne comme en externe. Dans
notre entreprise on est vraiment pour les réseaux sociaux. On ne comprend pas les entreprises qui n’utilisent pas les réseaux sociaux et leur opportunités.

Question 7

En positif, cela crée de la proximité et de la rapidité que l’on ne trouve pas ailleurs, quel que soit notre cible et qu’est-ce quel que soit le support. Le réseau social va créer de la proximité avec le client peu importe où il est géographiquement, et peu importe s’il est sur son portable, sur son ordinateur, dans le train, au bureau.

Aussi, cela permet l’échange bilatéral c’est-à-dire qu’on ne produit pas simplement une publicité que le consommateur doit regarder ou contempler. Avec les réseaux sociaux il y a un vrai échange, une connectivité

Les retours sont directs, et imposent un message et les gens sont invités à répondre à ce message et à interagir autour de ce message. Toutes les marques devraient fonctionner avec les réseaux sociaux pour transmettre leurs messages, selon moi.

Concernant le point de négatif c’est qu’avoir une bonne image sur Internet et sur les réseaux sociaux prend énormément de temps.

Il y a la veille, il y a la réflexion autour des posts, étudier la concurrence et les innovations technologiques c’est un temps conséquent en termes de process. Ce temps n’est pas perdu mais il doit être optimisé.

Nos trois chargés de communication, intègrent dans leur travail la communication digitale et donc la communication sur les réseaux sociaux. Pour l’instant l’entreprise est plutôt petite donc ils ont encore assez de temps pour pouvoir s’occuper des réseaux sociaux. Je pense que vu la croissance à long terme, il faudra employer une personne dédiée uniquement à la gestion des réseaux sociaux.

Cela nous permettrait de nous développer sur les réseaux sur lesquels nous ne sommes pas actuellement.

Les réseaux sociaux permettent la familiarité la convivialité cela rapproche de discuter directement avec le personnel, le community manager d’une marque, on se sent important. On se sent utile et proche de la marque. La marque devient presque une amie et je pense que c'est ça l'objectif à atteindre pour toutes les entreprises.

Question 8

Pour moi c'est un système de toile d'araignée.

Il y a plusieurs choses qui rentrent en compte quand on sort un événement sur les réseaux sociaux. D'une part, ce principe de toile d'araignée. On envoie quelques invitations tout d’abord. C’est environ 60 personnes vont répondre que oui, ils participent. Cela s’affiche sur leur mur Facebook par exemple et on communique via ces personnes que l’on a sélectionné en amont via le principe de la toile d'araignée.

Les amis de ces sélectionnés, puis les amis des amis vont voir apparaître la communication de l’événement sur les réseaux sociaux.
Ils vont vouloir participer, vont vouloir se renseigner sur l'événement et c'est comme ça qu'on arrive à gonfler les participants. La profusion de l'information est très pratique via Facebook ou sur les autres les réseaux sociaux.

Les choses qui influencent vraiment sur le fait que les gens viennent ou pas c'est toute la partie teaser, c'est une technique que l'on utilise beaucoup qui permet de poster par étape, et qui attise la curiosité. C'est comme une publicité en plusieurs fois et cela marche très bien chez nous.

Les gens s'accrochent et ont hâte de voir la prochaine série du Teaser.

Par exemple on va publier des posts sur nos équipes en train d'installer un événement sur le terrain mais sans donner le nom de l'événement ou son objectif et cela attise la curiosité des utilisateurs.

Ils attendent le prochain post pour avoir la réponse à la question c'est-à-dire quel événement est-il en train de se monter où alors pour quelle marque où qui va être invité ils se sentent obligé d'avoir l'information tout de suite et la frustration due au manque d'information génère le fait de vouloir suivre la marque, la page sur les réseaux sociaux.

On donne l'information au compte-goutte. Il faut faire attention au nombre de personnes qui annoncent qu'ils vont événement et ceux qui vont véritablement participer.

Par exemple on a un nombre de participants élevé et au final 30 % de ses participants ne viennent pas. Ce qui montre qu'on s'est rendu compte de cette tendance c'est le bouton Facebook 'Intéressé' qui fait très bien son travail par rapport à tout cela. C'est-à-dire que les gens veulent suivre l'information, mais ne sont pas sûre de venir. Facebook a su capter la tendance, et cet outil nous aide dans nos événements.

Il y a le point de vue « j'aimerais bien y aller mais je n'ai pas envie de m'engager et j'ai envie d'avoir l'information de toute façon. »

Le point important ici c'est que les consommateurs savent ce que nous faisons et vont suivre l'événement via les réseaux sociaux, qui vont soit déclencher l'envie de venir à cet événement cette Fois ci, ou bien la prochaine fois.

Le message sera passé et notre communication sera efficace.

J - Je pars maintenant sur une autre dimension de l'événement tout à l'heure nous parlions d'outils comme les « lives ». Maintenant c'est assez facile d'assister un événement à distance, d'avoir les informations dont on a besoin concernant cet événement et ma question est pensez-vous que cette évolution de technologie et de communication autour de l'événement vont-elles freiner la véritable participation à l'événement ?

Non je ne pense pas que ça peut freiner la venue à l'événement. Par exemple aujourd'hui vous voyez encore des spectateurs qui se déplacent sur les plateaux télé c'est très en vogue, les gens adorent y participer.

Ils veulent l'expérience de l'événement. Les personnes veulent ressentir l'émotion, la stimulation. Ils veulent du « je suis avec mes amis je vois des gens, je me sociabilise ».
Regardez, c'est comme la coupe du monde : « je préfère aller à la coupe du monde plutôt que de regarder la coupe du monde à la télé surtout j'ai envie que les gens sachent que je suis allé à la coupe du monde en vrai plutôt que je l'ai regardé à la télé »

Donc non je ne pense pas que la technologie va remplacer la véritable présence. Encore une fois les gens ont besoin d'expérience, aussi le live et les technologies sont simplement des outils supplémentaires, pour ceux qui de toute façon ne viendront pas à l'événement.

Soit les participants ne peuvent pas venir parce qu'ils n'ont plus le temps, ou les moyens, ou que l'envie n'est plus là, et de la ils peuvent se servir de ces outils technologiques, ou alors, les participants qui y sont vraiment sont glorifiés, de voir à l'instant T, les lives, et ressentent le privilège de participer à l'événement pour de vrai, d'assister à quelque chose en vrai, qui est retransmis seulement en vidéo ou photo sur les réseaux sociaux.

Question 9

Alors j'en ai deux en tête qui n'ont pas la même dimension.

Le premier c'est un problème qui vient de la dimension sociologique : pour moi les gens ont besoin de l'information, de toutes les informations à l'instant T.

C'est du « tout, tout de suite » et donc on se retrouve face à des consommateurs qui voulaient qu'on leur « prémâche » l'information. C'est-à-dire que l'information est disponible en ligne, elle paraît clair pour nous. Mais ce n'est pas toujours le cas pour les consommateurs, qui ne la trouvent pas instantanément. Nous, on ne peut pas organiser les plates-formes avec toutes les informations disponibles pour tout type de consommateurs à des moments différents du processus d'achat ou du processus de prise d'information concernant l'événement. C'est trop d'information, pour trop de clients différents, pour trop de supports différents.

Par exemple les tarifs d'entrée, le lieu, les moyens de transport etc... plutôt les informations de base sont clairement explicitées sur nos réseaux sociaux, mais il nous arrive encore d'avoir des messages privés de nos consommateurs pour nous demander ce genre d'information et cela comme je l'ai mentionné prend beaucoup de temps. Et évidemment, on ne peut pas laisser la personne sans réponse

Je dirais même qu'il y a environ 10 % des participants qui vont nous envoyer un message privé pour nous demander des informations je parle plutôt en terme de cible B2B relations presse via des organisation de conférences de presse.

Ils sont habitués à avoir les community managers disponibles 24/24. Pour nous qui n'avons pas de community manager en charge de l'image sur les réseaux seulement, cela peut être un problème surtout quelques heures avant l'événement...

Le consommateur ne cherche plus l'information. C'est l’information qui doit se présenter à lui à lui.

Le deuxième problème que je constate en termes de challenges, je ne sais pas si c'est une évolution, mais c'est qu'il y'a toujours des gens qui sont mécontents et ceci même avant que l'événement se soit passé. Il y aura toujours des gens mécontents.
Ils estiment que l'événement est trop cher où n'a pas beaucoup d'utilité avant même de se renseigner sur l'événement lui-même. C'est à nous d'axer notre communication là-dessus,

De donner envie à ceux qui sont pessimistes d'avance. Je trouve qu'il y en a de plus en plus.

Ils expriment cela de façon négative, dans leurs commentaires, exposent leur point de vue sur nos pages sur tous nos réseaux sociaux, et nous nous devons de répondre. J'aimerais que cela soit plus constructif dans les remarques venant des consommateurs, et que l'on puisse avancer ensemble plutôt que d'avoir des points de vue négatifs sans raison apparente.

Donc nous, on les contacte, on les recontacte et on essaye de creuser, de trouver les raisons de ces points de vue négatifs. On ne peut pas laisser quelqu'un qui critique l'événement sans réponse même si parfois on en a vraiment envie...(laughs)

Donc on insiste, pour discuter et pour comprendre le problème, savoir si la personne a simplement envie de râler et de critiquer ou si il y a vraiment un problème de fond. La difficulté elle est ici pour moi.

Mais globalement avec nos clients on a de bons retours. Je dois dire que c'est quand même plutôt rare que les gens se plaignent de façon importante.

Nous avons de la chance car quand c'est bien, et quand ils sont contents, nos communautés nous le disent. C'est-à-dire qu'il y a aussi beaucoup de positif qui se transmet sur les réseaux sociaux.

Nous avons même parfois des consommateurs qui critiquent en ligne avant l'événement mais qui viennent quand même pour nous rencontrer et pour en discuter le jour J de l'événement.

Encore une fois je pense que toutes les marques doivent répondre à leurs consommateurs en ligne, que ce soit négatif ou positif. Moi personnellement, ça m'insupporte lorsque j'ai une réclamation ou un commentaire à faire et que la marque ne me réponds pas.

D'une part, on enlève complètement l'aspect de proximité avec le consommateur et d'autre part cela ne permet pas de s'améliorer et de rebondir sur les commentaires de nos consommateurs. Pour moi, ce sont ces informations-là qui sont le plus importantes car elles font levier sur la stratégie

Le consommateur aujourd'hui a envie d'avoir une marque qui l'écoute qui puisse dire « OK tu n'es pas content, je vais comprendre pourquoi et je vais répondre à ta question, à ton mécontentement et je vais te montrer, moi la marque ou l'événement que je peux mieux faire, que je t'ai écouté et que tu peux me faire confiance »

**Question 10**

Alors d'une part, quand on publie l'événement, on donne les informations de base c'est-à-dire le lieu, le pourquoi, qui est-ce qui organise cet événement, à qui il est destiné. On donne les informations de base quand on ne rentre pas dans une démarche de teaser comme j'expliquais avant

C'est vraiment dépendant de l'événement, par exemple on donne toutes les informations d'un coup si c'est un petit événement avec les mairies, les petites communes où il y a peu d'informations.
Ou alors c'est un très grand événement grand public, et là on donne l'information au compte-gouttes, jour par jour. Cela dépend aussi du type de client avec qui on travaille et de la cible.

En amont, on sponsorise également nos événements, cela fait partie de la stratégie vue qu'on travaille avec des cibles très spécifiques, les publicités qu'on trouve sur les réseaux sociaux nous permettent de cibler de façon très précise. On utilise le sponsoring et le cible précis pour avoir des retombées très performantes. On fait cela au maximum en amont, avant que les prix augmentent. On essaye également de lier les réseaux sociaux avec la présence sur le terrain c'est très important pour nous donc de parler de l'événement en direct, pour prouver qu'il y a des vraies personnes derrière les réseaux sociaux.

Par exemple les messages, et les rencontres se font sur les réseaux sociaux d'une part, mais on fait le maximum pour qu'ils arrivent également en vrai c'est du vrai networking pas du virtuel Networking.

On essaye de le faire au maximum mais cela est parfois compliqué car il faut de la main-d'œuvre et du temps et cela coûte assez cher

Si je déplace mes community managers, mes responsables communication, sur le terrain pour la journée ça me fait perdre deux semaines peut-être une semaine de gestion d'images sur les réseaux sociaux, et ça je ne peux pas vraiment me permettre

Il y a également des périodes calmes par exemple, l'été et les vacances scolaires ou là effectivement on peut se permettre d'envoyer des personnes sur le terrain, en plus c'est dans une ambiance un peu plus un peu plus « relax », mais qui est tout autant important parce que les événements, ils se font tout au long de l'année et ici, ça enlève un aspect formel et ça permet de de construire la confiance.


On est sur des photos instant ou des vidéos instant donc pas de très bonne qualité, ce ne sera pas retouché. C'est vraiment « partager l'information brute au moment où ça se passe »

Après l'événement on poste beaucoup sur les retombées, le nombre de personnes qui sont venues, les retombées médiatiques, la presse, la télé. On garde le lien avec le public, on les tags dans les publications, dans les photos, on essaie d'identifier un maximum d'ambassadeur et on les cite pour qu'ils fassent toujours partie de l'événement après celui-ci.

On est toujours dans cette dimension de reconnaissance, ils sont contents d'être venu à l'événement ils sont contents que l'événement les remercie et leur montre de façon publique via les réseaux sociaux qu'ils sont reconnaisants de leurs venues.

Donc on arrive à conserver nos utilisateurs en ligne après l'événement sur les réseaux sociaux sur une période d'environ une à trois semaines maximum. C'est éphémère mais c'est très important.

**Question 11**

Je le comprends par rapport à la mesure, les critères de mesure. Nous on utilise l'outil AdWords pour mesurer les retours qu'on a donc on utilise les KPI de base
Par exemple, on va mesurer les mots-clés utilisés dans les recherches de nos utilisateurs.

On analyse les mots-clés qui sont reliés à nos événements et à la marque et selon nos objectifs on regarde les évolutions pendant avant et après l'événement. On fait une veille sur le nombre de vues, de likes, de partages, de commentaires sur les pages Facebook et Twitter principalement, mais sur les autres réseaux aussi. Il y a aussi d'autres KPIs qui se mettent par exemple le nombre de visites sur le site après un post, où le nombre de commentaires ou de clics du site jusqu'au blog. C'est le pourcentage de transformation. On peut aussi mesurer les téléchagements des programmes, ou autres informations. On utilise les mêmes KPI pour chaque événement, adaptés bien évidemment aux objectifs.

**Question 12**

Alors c'est quelque chose qu'on utilise énormément et c'est comme ça qu'on communique principalement sur nos sur nos événements surtout via le sponsoring.

C'est le top car on paye très peu cher pour le moment et on a des très bons résultats donc c'est un très bon rapport qualité prix en terme d'investissement.

300€ investis dans Facebook par exemple, permet des retombées qui sont énormes.

Tandis qu'avec un spot TV on paierait très cher et on pourrait pas targeter aussi spécifiquement donc l'impact n'a rien à voir et le prix beaucoup moins cher.

Pour moi c'est un outil qui pour l'instant est très peu cher et qui nous permet d'atteindre nos objectifs.

Pour moi il ne faut pas hésiter à investir sur les réseaux et publications payantes sur les réseaux sociaux, à mon avis dans trois ans le prix aura triplé. Il faut donc saisir la vague dès aujourd'hui.

Les retombées et résultats concernant la publicité payante sont moins importants sur Google que sur Facebook car de mon point de vue, c'est moins ciblé sur Google que sur Facebook.

Il y a de nouveaux outils technologiques qui se développent comme par exemple Waves qui est un système de GPS comme un Google Maps qui est collaboratif et qui permet de faire des pubs géolocalisées.

Par exemple j'ai mis mon GPS pour rentrer chez moi je passe à côté du lieu de l'événement et j'ai une fenêtre qui pop au milieu de mon écran avec une publicité pour l'événement lui-même.

Ce sont de nouveaux formats qui sont pour l'instant très peu chers car peu utilisés mais qui fonctionnent très bien.

**Question 13**

Ça rejoint un petit peu ce que je disais avant. Les gens ne consomment pas les réseaux sociaux de la même manière qu'avant.

Ils veulent le message et l'information maintenant, ils la consomment maintenant.
L'évolution des mentalités, la consommation fait qu'on ne peut plus juger le véritable intérêt des consommateurs à une marque ou un événement car il est enfoui autour de d'une masse d'informations.

On peut aimer une page, mettre un « like » mais on ne va pas plus loin, on ne donne pas vraiment son avis pour moi c'est une mesure qui doit être pris en compte. L'intérêt est exprimé différemment.

C'est difficile de mesurer le véritable intérêt du consommateur, on se base aujourd'hui beaucoup sur le live, le like et cela ne veut pas dire que notre sujet a véritablement intéressé le consommateur ou que le message est passé ou qu'ils ont lu l'article ou les informations.

On ne peut pas vraiment comparer les résultats de ce qui se passe maintenant par rapport à ce qui se passait avant terme de chiffres ou d'outils parce que le comportement du consommateur change et que les outils changent également. Ils s'adaptent l'un à l'autre ils sont interconnectés.

**Question 14**

Nos communautés sont basées sur l'entraide, les gens ont envie de partager des moments avec les autres, de s'entraider, de faire partie de quelque chose, de quelque chose de plus grand.

Cela répond à « je suis là, je suis présent, je montre que je suis présent, je veux exister dans ce Cosmos là » Nos communautés sont friendly avec tout le monde, ils veulent discuter de façon saine. Le mot-clé c'est l'entraide. Ils interagissent entre eux, ils commentent et partagent et pour nous c'est très précieux. S'ils partagent, cela veut dire qu'ils approuvent.

Et cela est de plus en plus rare comme denrées, on a de la chance d'avoir cette communauté, donc on les chouchoute. Ils sont investis. Par exemple, lorsque nous faisons une erreur, les utilisateurs nous communiquent l'erreur mais pas de façon agressive simplement pour nous aider dans la construction de l'événement. Ce week-end par exemple j'ai quelqu'un qui m'a envoyé un message privé via les réseaux sociaux pour me dire qu'il y avait une faute d'orthographe sur un panneau lumineux. Ce sont des détails mais c'est très important pour nous que la communauté soit investie et fidèle

Donc ils communiquent autant entre eux, qu’avec nous en tant qu'organisateur donc c'est très positif.

**Question 15**

Je suis très optimiste ! Avec toutes les avancées technologiques, les outils, les moyens de transmettre les messages on ne peut que aller en avançant, cela à partir du moment où on s'adapte donc le futur est très intéressant ! Il va falloir composer avec des nouvelles mentalités de plus en plus pointilleuses et à la fois des outils de plus en plus précis et développés, pour répondre à leurs attentes.

Par exemple, on est en train de développer les robots qui pourraient répondre sur Messenger à tous les consommateurs comme nous sommes en train de discuter vous et moi.
On arrive dans un monde où les grosses marques qui ont les moyens, pourront tout automatiser, c'est l'air d'un Nouveau Monde et ça ce n'est qu'un exemple des futures opportunités du marché.

Pour conclure cette interview, je voudrais vous demander : Depuis combien de temps êtes-vous dans l'industrie? 3-4 ans

Avez-vous des qualifications spécifiques concernant votre position ? Master en communication et marketing, et formations payées par mon entreprise. Quelle est la taille de votre entreprise ? Quelle est son activité principale ? Nous sommes une équipe d’une vingtaine de personnes, et nous faisons principalement des relations publiques.

Merci de participer à cette interview, c'est très important pour ma recherche. Je vous invite à me contacter à tout moment si vous avez besoin d'aide concernant ce processus d'entrevue, tel qu'il est stipulé dans le formulaire de consentement.
INTERVIEW AVIVA RUTEL

Question 1
To start this interview, could you tell me a little about when your company started using/adopting social media in the marketing strategies?

I have been in this position for 9 months, and I am starting to implement social networking strategies. The company launched social networks in 2015, but we are just starting to use them and optimize them. My manager is old, and does not use, do not know these social networking strategies. So it’s me who actually put social networks in place for 9 months, even though we officially started in 2015 to have a few pages. Specifically, he hired me because I have knowledge in digital marketing, because I’m young and because I know social networks. I studied at university, so I know, but my company is very small and so before I arrive, they were not developed.

Question 2
What changes do you see from your company's initial uses of social media to how you use it now?
So in a few months here, the changes I have seen are that I simply see that there is more use, and I have to myself, include them, implement them. To tell the truth, I start from zero, so professionally speaking I can simply say that everything has become fast, fluid, that we touch more and more people, and that different times of the day. Also, consumers are comparing everything now, they need time to gather all the necessary information, all before buying a ticket. And that goes through social networks, they explore comments, opinions, various information. We can also target our customers much better on social networks, and this is essential given the number of users online.

Question 3
Could you tell me about social media channels you are currently using?
We use Facebook, twitter and Instagram. I launched a Pinterest page for SEO, but it is not active. We use it, but it is really ephemeral, and it is not included in a long campaign, and it is used only if our target is very young.

Question 4
Could you offer me your opinion about the purposes of your online strategy?
We are typically using social media to improve the image. We start a little then, it is to build the image online, and maintain our presence on the internet, social networks and SEO. So, it also allows us to send messages and reach prospects. But simply the goals of our strategy is to communicate with our customers, and surprise them. Our communication has been quite light, and we are in the process of improving it.

QUESTION 5
What was your own company's experience in communication and public relations using social media?
The basis is that we contact people in different ways, we approach them with new tools, and from a different angle, a different approach. After, sometimes manage its press relations via social networks it removes a little professional aspect. Also, it is difficult, or
impossible to control everything that is said on social networks, and to maintain a good image, you have to fight, because people criticize a lot ...

**Question 6**
Can you tell a little about a process, a framework and/or a method you have used regarding your communication strategy?

*We have no process or method, it's a little day-to-day that we make the decisions. I am alone to take care of all this, and since I make the global communication, it is integrated but I have no precise template to follow.*

**Question 7**
Could you give me your opinion on the positive and negative impact of social media in customer relationship building?

*The positive impact is clearly that we can talk to a huge mass of people. Also, we can touch people from all over the world, without really meeting them. We have access to very important customer information, that they give us even think about, for example the places where they went.*

**Question 8**
I would like to learn about your opinion on relationship between attendance motivation and social media?

*For me, people influence themselves, each other on social networks. The motivation comes on the one hand from the content we post, but also from the posts of the other participants. Once the interactions are done, that is to say that someone posts something on the page, we are almost 100% sure that this person will really come. But, we cannot really measure that aspect ...*

**Question 9**
Perhaps you could share your thoughts on the biggest problems you have with your consumers on social media?

*Our targets are sometimes out of step, and do not know how to use social networks. If our targets are a little old, we do not even try social networks it goes without saying. But sometimes our events bring together both young people and older people, we would like to reach everyone. And sometimes, young people have access to information, more information than older people, who feel weighted, neglected. We would like to remedy that, but here it is a question of education of the target. We cannot force older people to know how to use the internet. The problem is that we cannot give the same information to everyone.*

**Question 10**
Could you tell me about the criteria you use for your social media strategy? (demographics, interests...)

*The criteria are based mainly on the geographical aspect and the age of the users. At this moment, we are rather on "senior" targets and they use little social networks, but when they do, they are ready to give all their information, a little naively.*
Question 11
Perhaps you could share your thoughts on online paid ads?

Depends on the customer, but it is a great tool that gives very good results in ROI. Nevertheless, my clients have few means, are not ready to invest on it, but we as an agency, we do it willingly. Prices are available for the moment Only it takes a lot of time, that I do not have necessarily ... again. And also, I'm not sure I know how to use them properly ... It is also punctual. For example, the last time we did a real campaign, we created it with one of our trainees who was specialized in it ...

Question 12
I am optimistic for the future of the market, there are great opportunities open to us. The market will be hectic in terms of international presence. For example, we are working with many neighboring countries now (Germany, Luxembourg, Italy, Switzerland) and we have to adapt our markets to these targets.

END OF THE INTERVIEW

*I am in the institutional event industry for two years and at this position for 9 months. I studied marketing at the University. We are about 9 people in the company.*
Question 1
Cela fait 9 mois que je suis à ce poste dans l’entreprise, et c’est moi qui commence à mettre en place les stratégies de réseaux sociaux. L’entreprise a lancé les réseaux sociaux en 2015, mais on commence seulement à les utiliser, et les optimiser. Mon directeur est assez âgé, et n’utilise pas, ne connaît pas ces stratégies de réseaux sociaux. Du coup c’est moi qui mets en place réellement les réseaux sociaux depuis 9 mois, même si on a commencé officiellement en 2015 à avoir des quelques pages. Concrètement, il m’a engagé parce que j’ai les connaissances en marketing digital, parce que je suis jeune et parce que je connais les réseaux sociaux. Moi je l’ai étudié à l’université, donc je connais, mais mon entreprise est toute petite et donc avant que j’arrive, ils n’étaient pas développés.

Question 2
Du coup en quelques mois ici, les changements que j’ai pu constater sont que tout simplement, je vois qu’il y a de plus d’utilisation, et je dois de moi-même, les inclure, les mettre en application. A vrai dire je pars de zéro, Donc professionnement parlant je peux simplement dire que tout est devenu rapide, fluide, que l’on touche de plus en plus de gens, et cela des moments différents de la journée. Aussi, les consommateurs comparent tout maintenant, ils ont besoin de temps pour récolter toute l’information nécessaire, tout ça avant d’acheter un ticket. Et cela passe par les réseaux sociaux, ils exploitent les commentaires, les avis, les informations diverses. Nous on peut également cibler beaucoup mieux nos clients sur les réseaux sociaux, et ça c’est indispensable vu le nombre d’utilisateurs en ligne.

Question 3
On utilise facebook, twitter et Instagram. J’ai lancé une page Pinterest pour le référencement, mais elle est peu active. On utilise aussi Snapchat parfois, mais c’est vraiment éphémère, on ne l’inclue pas dans une campagne de long terme. C’est plutôt pour surprendre les consommateurs, et uniquement quand on a une cible jeune.

Question 4
Mais tout simplement les objectives de notre stratégie c’est communiquer avec nos clients. Notre communication a été plutôt légère et nous sommes en train de l’améliorer.

Question 5
La base c’est que l’on contacte les gens de façon différentes, on les aborde avec de nouveaux outils, et sous un angle différent, une approche différente.
Après, parfois gérer ses relations presses via les réseaux sociaux ça enlève un peu l’aspect professionnel. Aussi, il est difficile, voire impossible de contrôler tout ce qui est dit sur les réseaux sociaux, et pour conserver une bonne image de marque, il faut se battre, car les gens critiquent énormément...

Question 6
Nous n’avons pas de process ou de méthode, c’est un peu au jour le jour que l’on prend les décisions. Je suis toute seule à m’occuper de tout cela, et vu que je fais la communication globale, c’est intégré mais je n’ai pas de template précise à suivre.
Question 7
L’impact positif c’est clairement qu’on peut discuter avec une énorme masse de personnes
Aussi, on peut toucher des gens du monde entier, sans même les rencontrer vraiment.
On a accès à des informations clients très importantes, qu’ils nous donnent dans même y penser, par exemple les lieux où ils sont allés.

Question 8
Pour moi, les gens s’influencent eux-mêmes, entre eux sur les réseaux sociaux. La motivation vient d’une part du contenu que nous on poste, mais aussi des posts des autres participants. Une fois que les interactions sont faites, c'est-à-dire que quelqu’un poste quelque chose sur la page, on est presque surs à 100% que cette personne va vraiment venir. Mais, on ne peut pas vraiment mesurer cet aspect-là...

Question 9
Nos cibles sont parfois en décalage total, et ne savent pas utiliser les réseaux sociaux. Si nos cibles sont un peu âgées, on ne tente même pas les réseaux sociaux ça va de soi. Mais parfois nos événements rassemblent aussi bien des gens jeunes que des gens plus âgés, on voudrait pouvoir toucher tout le monde. Et parfois, les jeunes ont accès à l’information, à plus d’information que les plus âgés, qui se sentent lestés, délaissés.
On voudrait remédier à cela, mais ici c’est une question d’éducation de la cible. On ne peut pas forcer les plus âgés à se savoir se servir d’internet. Le problème c’est donc que l’on n’arrive pas à donner la même information à tout le monde

Question 10
On base surtout les critères sur l’aspect géographique et sur l’âge des utilisateurs. En ce moment surtout, on est plutôt sur des cibles « séniors » et ils utilisent peu les réseaux sociaux, mais lorsqu’ils le font, ils sont prêts à donner toutes leurs informations, un peu naïvement.

Question 11
Dépend du client, mais c’est un super outil qui donne de très bons résultats en ROI.
INTERVIEW BENJAMIN COURONNE

Question 1
To start this interview, could you tell me a little about when your company started using/ adopting social media in the marketing strategies?

So in fact the company she always used social networks is an extension the company was born at 10 years at the time there was no social network very developed everything was happening on the sites on the forums and the community came to Facebook especially when it came out that is today our main vector of communication we immediately took the wave of social networks we immediately adopted and that's what we continue to do as there is something new on the web especially in terms of social networks.

Question 2
What changes do you see from your company's initial uses of social media to how you use it now?

The main change is that we do not publish in the same way today Facebook represents about 90% of our Internet traffic and it is also our largest vector of sales we went from a publication per day about one publication per hour the biggest change is that it became the main communication tool at the beginning the social networks served to have a presence to acquire new prospect and today this is really what allows us to live to sell.

Question 3
Could you tell me about social media channels you are currently using?

Facebook is the first social network that we use today we are 248 000 fans on Facebook we opened a year ago a secondary page dedicated to events only today 60 000 people also use Twitter from the beginning almost it's obvious we also use Instagram are the three main networks that we use for one hundred clicks on Facebook we will have five on Twitter and only one on Instagram Our community is really based on Facebook mainly. We have other social networks but we are not available enough and this is not very implanted we tried Pinterest that did not yield much we tried a little all the social networks that came out we tested them all and we realized that it's really Facebook that brings us the most and everything that comes out We try to see if it can have a positive impact for us.

Question 4
Could you offer me your opinion about the purposes of your online strategy?

The objectives of the strategy are based on better communication with our customers. That's certain, then, it allows us to bring back prospects, that we could not reach in real life, that is to say elsewhere than online. The first objective for us is the traffic to bring back the world on the website via the content and posts a social network and the second is to generate direct sales in terms of events and products we have really a revenue generating goal.
Question 5
What was your own company's experience in communication and public relations using social media?

The biggest vector social networks because it is where we reach the most people but we also use more traditional media like mails because it's relevant everything will depend on what we want to communicate if we wants to mass communicate a maximum of people we will use social networks if we want to reach a small mass of people we will rather use the personalized mails. If they are sponsors partners will no longer tend to use the email or phone to privilege personal relationships is formal it is not at all the same type of announcement that if I want to communicate to my target customer I arrival of a new speaker or a new event also sometimes communicate with press releases very simple and you live to be picked up by the media is not used at all social networks to transmit this press release So that's totally depending on the target and the content.

Question 6
Can you tell a little about a process, a framework and/or a method you have used regarding your communication strategy?

We frame the strategies of social networks we have activity 24 hours a day on social networks so we have to organize a work in English so we have a clientele that is as European as American although we are based in France and we have to adapt to the time zone that's why we chose 24 hours a day. So for all time zones each article each ad is programmed content to generate traffic and prepare in advance we publish via tools that can organize and post according to a schedule defined in advance. If you do not sleep network aggregator that allows to post everywhere at the same time and organize the publications before after and it gives us a movie.

Knowing that an article that will be posed posting on social networks will be resumed at least once or twice it will be published Re The items are in rest was republished several times in the week at different times because we noticed that not all the steps were not seen by everyone at the same time and this avoids us to create more content for less visibility We prefer to go back several times to buy the training or publication form so that it is recorded is anchored by the targets rather than creating a lot of content that knows how to do on the web it allows us to touch the extra people. At first we wondered if it would not bother people to review the information or the publication several times in the end it never happened we never had any problems it allows us not to have to pay for all to reach more people so to answer your question the framework is rather based on a publication schedule we had a period where we had a friend post per hour today we can afford to do a little less because in the end the 10 Torial is a little less our main income resource. At the beginning of the day we start and plan the 24 stations to be scheduled every hour. Then if we have the particular communication or an announcement to make we adapt the publication calendar. And that we will post it manually in different and original forms for the end of one that it has to stir up the curiosity of the Net surfers. On published articles we mainly use links that lead directly to the website to meet the objective 1 which is to create traffic. We tried several strategies for example photos with the link in the text it worked pretty well people have laced we tried the links and it works well. And the videos and the rest are going to be to communicate on things a little more particular where we will try to put forward the visual side. In addition to the main page we also have Facebook groups on which are also published different content We really have the means today to share information content quickly and massively and therefore our communication. The calendars are done rather day by day but we stick to
it and it is an effective tool for us. We do not expect anything three days in advance it's really every morning so that we use information today the day that’s what people want.

**Question 7**

Could you give me your opinion on the positive and negative impact of social media in customer relationship building?

The good thing for me is that we have access that we can talk directly with people interacting with whom we could not have in our real environment. The advantage is that we are always connected, and we respond immediately the reaction is immediate and it helps a lot to create a real relationship with the customer who talks to us almost face to face. In addition, we have a spirit of community that for me it is simply moved from one medium to another because before as I said it was more on the forums.

A big one to give an example it existed before forums on the subjects but it was not ergonomic and we could not really communicate instantly. So, the people moved on the social networks and the whole community moved and we got a lot of people who did not intervene on the forum but who was interested and who therefore joined the social networks.

In addition we have recovered people who were not on the forums but who through mass communication have become fans of the page. And all this has helped build a real community through our brand.

On the negative points I would say that all this communication seems less personal. In fact, it is paradoxical that it creates more community but this huge community makes that we have difficulties to discuss personally with the users. It becomes a staff in the sense that we will not weave long-term relationships on social networks. We want to personally know the people who are involved in the network and at the same time we will reach more people, so it is the paradox of social networks.

The more people there are on the community, the more difficult it is to interact with them personally. Before we had time to interact more with the person personally now this is no longer the case because there is a lot of information and exchanges the role is then more the role of a mediator.

**Question 8**

I would like to learn about your opinion on relationship between attendance motivation and social media?

It reinforces what I said before, today, and despite the evolving technologies and social networks, people really need to see each other meet in real life and exchange through this community that we have created. That is, our customers will be part of the community exchange through the community, but I also see outside of this context. And this is a factor that must be taken into account. Within the event during the event, we create a link and strengthen the links previously created by the users. People are asking more and more to do face-to-face physical encounters. It is therefore a very good vector because people meet online via social networks first and then go further by meeting in a real way in our events and that is why it continues to participate there is therefore a very positive interconnection for us social networks on the participation and motivation of the participants. Attendees are looking for new content and trends towards the digital art industry.

This is reinforced by the fact that we work a lot with self-employed freelancers who usually work alone at home and who need his interactions. So it’s totally beneficial for the whole industry.
Question 9
Perhaps you could share your thoughts on the biggest problems you have with your consumers on social media?

The biggest problem we have is that we cannot reach 100% of the audience. That’s why we use multiple channels at the same time because it multiplies the tools to communicate. For example, the email is still a powerful channel for us. If we have an important announcement to make on social networks for us it’s complicated because we cannot use the same message in the same angle for all our subscribers. For example, special offers limited offer. We receive for example often people who send us messages to tell me I missed the offer I had not seen is it possible to enjoy anyway? For me the biggest problem is that we cannot reach 100% of the people, when we want to use subgroups that’s why we created pages in quotation marks group dependent on the main page. It makes communities in the community but for us it’s essential to get messages.

But it remains here for me the biggest challenge social networks it is classified in subgroups and communicate on its subgroups in a fair and consistent way. We want to be sure that people and information we want to deliver, we never know if they are connected or not if it really interests them or not. The paradox is that we want to reach people who work all day and we touch them during the day because we also work the day, so the notion of timing is as important as it is complex.

Question 10
How do you define your online communities?

We work mainly with artists, so our community is pretty much based on mutual help on opinion and criticism. Our main page is to publish our content to us and to share with others. So we put forward the publications and creation of the artist partners sister influence of the group. To define the community, it is really based on self-help, and constructive criticism. For example, an artist will post on the page one of his creations and will ask for criticism of the opinions of the community and work together on the finalization of the project. Also we have a lot of freelancers who will ask questions rather technical on the commercial aspect for example how to manage the customer relationship, the specificity of our community is that it has no competition, they are there to help. Within groups created in parallel, it is on it is especially on where the exchanges take place. On the main page it is simply information that is commented on less than discussed. What we want is: the content, the traffic to create a sense of belonging to the brand, becoming a benchmark in the middle of being a trusted vector of credibility. All that can bring positive to the brand is the event, we want to be known by the fans and the famous people of the middle.

Question 11
What is your opinion about Paid advertising?

We use them, I think it is a very good tool very effective and accessible. We manage to force sales via paid advertising more than with natural referencing, no. Do not be afraid to force when you want to sell something you cannot afford to put something like that on the Internet on social networks without forcing a little if we have no sale. We do not work here that I have the image but also on the sale of the products and the event.
This works extremely well, of course, with product launches. Paid ads allow us to reach more people in a more targeted way and we should not hesitate to invest. The algorithm on Facebook for example does not allow us to reach more than 15 or 20% of users, so we use the highest on all its forms. We advertise articles on products on pages and in different advertising formats, for example the video. Our policy is to try all the new tools from the moment we see that there is traffic and results in other industries. Our ROI and always good when they invest in the paid advertising Either we launch a specific campaign for a product that will run continuously on social networks or we also retargeting. It was also Google at a time but today the results are worse than on social networks. We have never used paid advertising on Twitter or Instagram because we are really not on the results, but it will not be long, we wanted to invest where we have the greatest number of users. Since we work in an environment that is quite graphic we use a lot of images, we do a lot of tests. In all that we do we will try many options to choose the best is the most suitable for our company. To conclude the paid advertising on social networks for me is a very powerful tool and it would be wrong to deprive it. The budgets are set a little to the feeling even if we have a base of about $ 500 per month and then it is $ 500 we will spread them over the year. We do not force to advertise to advertise we adapt to the news to news and our targets.

Question 12
How do you measure your social media strategies?

On the content, the first thing that is measured is the traffic generated, the more sharing elements in our share the more traffic we have. For example, we posted articles about artists who had 30,000 or 40,000 shared behind so that's one of the great successes, after time and again there are some who have only one hundred. of like and sharing are accounted for.

Then concerning the products, it will be how much will bring us a publication that is to say we will generate enough traffic or good traffic to sell. Behind it also measures the customer journey online, so the basket, Abandon basket. We use Google analytics to measure all that and we rely on the results for our reminders and our strategies. For example at the moment we are using a tool that allows us to send an email to someone who has abandoned his handgrip as a stimulus. We test it because we noticed that there were plenty of people who abandoned their basket, not because they change their mind but because they forgot they had filled their basket. We are not afraid to try if we ever spend $ 500 without falling the $ 500 the next month will be beneficial and we will learn about our consumer, we learn from our mistakes. This is why measurement is very important. What changes the deal for us is not to have 2500 people who like our page and more but to understand our target less than 2500 people. It's the commitment that does not count the number.

Social networks is just a communication tool is not the purpose of the most important exchange I think is rather how do we get people to our event on our site, there where we create the real business. If we do not make any sales it does not matter

There is also a lot of experience that allows you to have forebodings in advance because I know my target and I know my work so it's easier Measuring is the key to adapting your strategy and on social networks and what is happening behind the transformation rate
Question 13
How do you see the future of the MICE market? How optimistic are you?

Very optimistic! I am convinced of the performance of the future. It's still a hot topic that affects everyone, and all industries. The conferences the meetings the salons it's been a few years that there are more and more, personally. I know more and more people participating in this kind of event which means that the targets are broadened. It's a booming market. The paradox one more voice is that we are not enough of everything we have to have on the Internet, the Internet is good, but it would be nice to see you in real we meet, and we exchange so real. I feel that the Internet remains a tool and that we will always keep more traditional tools like face-to-face real exchange. It’s during, the events must all have their specificities to succeed. All events must propel commitment otherwise there is no interest. Thus the targets and the organizers and the subjects treated must be in total coherence. I’m really optimistic about the evolution of the market I think there will be more and more, I’m afraid that a moment there are too many and that we get lost in quality and specificity events. There must not be too many identical events. For example, Networking events around the Web are huge but people are not particularly happy with the results; the future of the MICE market is positive as much as the future of social media. We are lucky to work in a modern industry where people want to connect, where people need to meet each other, and this will never change.
Companies need to be careful, we all need our Competitive advantage, our specificity on the market will keep us alive.

We must keep its specificity and propose new things and renew itself in terms of content format and originality. It is necessary to surprise and stir the curiosity of the participants, especially the faithful.

END OF THE INTERVIEW

I am in the institutional event industry for four years. I do not have a specific qualification, I seized opportunities and it was a little on the ground I studied Web design and I was not insensitive to this world there. Size of the company 2 is that is pretty funny because he thinks that we are twenty employees when he sees the presence on the net and social networks
**FRENCH VERSION**

**Question 1**
Alors en fait l'entreprise elle a toujours utilisé les réseaux sociaux c'est une extension l'entreprise est née à 10 ans à l'époque il n'y avait pas de réseau sociaux très développé tout se passait sur les sites sur les forums et la communauté est arrivée sur Facebook notamment quand cela est sorti qui est aujourd'hui notre vecteur principal de communication on a tout de suite pris la vague des réseaux sociaux nous a tout de suite adopté et c'est ce qu'on continue de faire des qu'il y a quelque chose de nouveau sur la toile surtout en terme de réseaux sociaux

**Question 2**
Le principal changement c'est qu'on ne publie plus de la même manière aujourd'hui Facebook représente environ 90 % de notre trafic sur Internet et c'est aussi notre plus grand vecteur de vente on est passé d'une publication par jour environ une publication par heure le plus grand changement c'est que c'est devenu l'outil de communication principale au début les réseaux sociaux servait à avoir une présence à acquérir de nouveaux prospect et aujourd'hui c'est vraiment ce qui nous permet de vivre de vendre

**Question 3**
Facebook c'est le premier réseau social que l'on utilise aujourd'hui on est à 248 000 fans sur Facebook on a ouvert il y a un an une page secondaire dédié aux événements uniquement aujourd'hui À 60 000 personnes on utilise aussi Twitter depuis le début quasiment c'est évident on utilise aussi Instagram ce sont les trois principaux réseaux que l'on utilise pour cent cliques sur Facebook on va en avoir cinq sur Twitter et un seul sur Instagram Notre communauté est vraiment basé sur Facebook principalement

On a d'autres réseaux sociaux mais on est pas assez disponible et présent on est pas très implantée on a essayé Pinterest qui n'a pas rapporté grand-chose on a essayé un peu tous les réseaux sociaux qui sont sortis on les a tous tester et on s'est rendu compte que c'est vraiment Facebook qui nous rapporte le plus et tout ce qui sort on L'essaye pour voir si ça peut avoir un impact positif pour nous

**Question 4**
Les objectives de la stratégies sont basés sur une meilleure communication avec nos clients. Ça c'est certain, ensuite, ça nous permet de ramener des prospects, qu'on ne pourrait pas atteindre dans la vraie vie, c'est-à-dire ailleurs qu'en ligne.

Le premier objective pour nous, c'est le trafic de ramener du monde sur le site Internet via le contenu et les postes un réseau sociaux et le deuxième c'est de générer de la vente Direct en termes d'événement et de produits on a vraiment un objectif de génération de chiffre d’affaire

**Question 5**
Le plus gros vecteur les réseaux sociaux parce que c'est là qu'on touche le plus de personnes mais on utilise aussi du média plus traditionnel comme les mails parce que c'est pertinent tout va dépendre de ce qu'on veut communiquer si on veut communiquer en masse un maximum de gens on va utiliser les réseaux sociaux si on ne veut toucher qu'une petite masse de personnes on va plutôt utiliser les mails personnalisés

Si ce sont des partenaires des sponsors n'aura plus dans tendance à utiliser le mail ou le téléphone pour privilégier les relations personnelles est formel ce n'est pas du tout le même type d'annonce que si je veux communiquer à ma cible clientèle l'arrivée d'un nouveau speaker ou d'un nouvel événement aussi parfois communiquer avec des communiqués de presse très simple et tu habites pour qu'on soit repris par les médias
directement on utilise pas du tout les réseaux sociaux pour transmettre ce communiqué de presse

C’est donc tout à fait en fonction de la cible et du contenu

**Question 6**

Nous cadrions les stratégies de réseaux sociaux on a de l’activité 24 heures sur 24 sur les réseaux sociaux on doit donc organiser cela un travail en anglais aussi donc on a une clientèle qui est autant européenne qu’américaine bien que nous soyons basé en France et nous devons nous adapter au fuseau horaire voilà pourquoi on a choisi le 24 heures sur 24.

Donc pour toutes les time zones chaque article chaque annonce est programmé le contenu pour générer du trafic et préparer à l’avance on publie via des outils qui permettent d’organiser et de poster selon un calendrier défini à l’avance.

Si tu ne dors pas agrégateur de réseau qui permet de poster partout en même temps et d’organiser les publications avant après et ça nous donne un film.

En sachant qu’un article qui sera posée poster sur les réseaux sociaux sera repris au moins une ou deux fois qu’elle sera Ré publié.

Les articles sont en repos été republié plusieurs fois dans la semaine à des horaires différentes car on a remarqué que tous le pas ce n’était pas vu par tout le monde au même moment et cela nous évite de créer plus de contenu pour moins de visibilité on préfère rentrer acheter plusieurs fois la forme la formation ou la publication pour qu’elle soit enregistrée est ancrée par les cibles plutôt que de créer beaucoup beaucoup de contenu qui sait faire sur la toile ça nous permet de toucher les gens supplémentaire. Au début on s’est demandé si cela n’allait pas gêner les internautes de revoir l’information ou la publication plusieurs fois au final ce n’est jamais arrivé on a jamais eu de soucis ça nous permet de ne pas avoir à payer pour tout pour toucher plus de monde donc pour répondre à votre question le cadre utilisé est plutôt basé sur un Calendrier de publication on a eu une période où nous avions un pote poste par heure aujourd’hui on peut se permettre d’en faire un peu moins car au final les 10 Torial est un peu moins notre ressource principale de revenus. En début de journée on commence et on planifie les 24 postes à prévoir toutes les heures. Ensuite si on a de la communication particulière ou une annonce à faire on adapte le calendrier de publication et ça on va le poster manuellement sous des formes différentes et original à fin d’un qu’il a d attiser la curiosité des internautes

Sur les articles publiés on utilise principalement des liens qui amène directement sur le site Internet pour répondre à l’objectif 1 qui est de créer du trafic

On a essayé plusieurs stratégies par exemple des photos avec le lien dans le texte ça marchait pas mal puis les gens se sont lacées on a essayé que les liens et ça marche bien.

Et les vidéos et le reste ça va être pour communiquer sur des choses un peu plus particulière oula on va essayer de mettre en avant le côté visuel. En plus de la page principale on a également des groupes Facebook sur lesquels sont publiés également des contenus différents

On a vraiment les moyens aujourd’hui de partager rapidement et en masse du contenu des informations et donc notre communication
Les calendriers sont fait plutôt au jour le jour mais on s'y tient et c'est un outil efficace pour nous. On ne prévoit rien de trois jours à l'avance c'est vraiment tous les matins de sorte à ce qu'on utilisait informations aujourd'hui le jour c'est ce que les gens veulent.

Question 7
Le point positif pour moi c'est qu'on a accès qu'on peut parler directement avec des personnes interagir avec que l'on ne pourrait pas avoir dans notre entourage réel. L'avantage c'est qu'on est toujours connecté et qu'on répond tout de suite la réaction est immédiate et ça aide beaucoup à créer une vraie relation avec le client qui nous parle presque en face à face. De plus on a un esprit de communauté qui pour moi c'est simplement déplacé d'un support à un autre car avant comme je le disais c'était plus sur les forums

Un gros pour donner un exemple il existait avant des forums sur les sujets mais ce n'était pas ergonomique et on pouvait pas vraiment communiquer instantanément. Donc les gens se sont déplacés sur les réseaux sociaux et c'est toute la communauté qui s'est déplacé et nous on a récupéré au passage plein de gens qui n'intervenait pas sur le forum mais qui était intéressé et qui donc on rejoint les réseaux sociaux

De plus on a récupéré des personnes qui n'était pas non plus sur les forums mais qui de par la masse communication sont devenus des fans de la propre page. Et tout cela a permis de construire une vraie communauté au travers de notre marque

Concernant les points négatifs je dirais que toute cette communication paraît moins personnel. En fait c'est paradoxal cela crée plus de communauté mais vu immense communauté que nous avons il est difficile de discuter personnel. Personnellement avec les utilisateurs.

Ça devient un personnel dans le sens où on va moins tisser des relations de longue durée sur les réseaux sociaux. On connaît moi personnellement les gens qui sont impliqués dans le réseau et en même temps on va toucher plus de monde donc c'est le paradoxe Des réseaux sociaux.

Plus y'a de monde sur la communauté plus c'est compliqué d'interagir personnellement avec.

Avant on avait le temps d'échanger plus avec la personne personnellement maintenant ce n'est plus le cas car il y a beaucoup d'informations et d'échanges le rôle est alors plus le rôle d'un médiateur.

Question 8
Cela renforce ce que je disais avant, aujourd'hui et malgré les technologies et les réseaux sociaux qui évoluent les gens ont vraiment besoin de se voir de se rencontrer en vrai et d'échanger au travers de cette communauté que l'on a créé. C'est-à-dire que nos clients vont faire partie de la communauté échanger au travers de la communauté mais je vois aussi en dehors de ce contexte. Et c'est un facteur qu'il faut prendre en compte. Au sein de l'événement pendant l'événement on crée du lien et on renforce les liens créés auparavant par les utilisateurs.

Les gens demandent de plus en plus à faire du face-à-face du physique des rencontre réelle. C'est donc un très bon vecteur, car les gens se rencontrent en ligne via les réseaux sociaux tout d'abord puis vont plus loin en se rencontrant de façon réelle au sein de nos événements et c'est la raison pour laquelle il continue de participer il y a donc une interconnexion très positif pour nous des réseaux sociaux sur la participation et la motivation des participants. Attendees are looking for new content and trends towards the digital art industry.
Cela est renforcée par le fait que l'on travaille beaucoup avec des free-lances des autoentrepreneurs qui travaille généralement tout seul à la maison et qui ont besoin de ses interactions. C'est donc totalement bénéfique pour toute l'industrie la leur est la nôtre.

**Question 9**

Le plus gros problème que l'on a c'est que l'on n'arrive pas à toucher 100 % de l'audience. C'est pour ça que l'on utilise plusieurs canaux en même temps car ça multiplie les outils pour communiquer. Par exemple le mail reste toujours un canal puissant pour nous.

Si on a une annonce importante à faire sur les réseaux sociaux pour nous c'est compliqué parce qu'on ne peut pas utiliser le même message est le même angle pour tous nos abonnés. Par exemple les offres spéciales les offres limitées. On reçoit par exemple souvent des gens qui nous envoie des messages pour me dire j'ai raté l'offre je n'avais pas vu est-ce possible d'en profiter quand même ?

Pour moi le plus gros problème c'est qu'on n'arrive pas à toucher 100 % des gens, quand on veut utiliser des sous-groupes c'est pour cela qu'on a créé des pages entre guillemets groupe dépendante de la page principale. Ça fait créer des communautés dans la communauté mais pour nous c'est essentiel pour passer des messages.

Mais ça reste ici pour moi le plus gros challenge réseaux sociaux c'est du classé en sous-groupes et de communiquer sur ses sous-groupes de façon juste et cohérente.

On veut être sûr que les gens et les infos qu'on veut livrer, on ne sait jamais s'ils sont connectés ou pas si cela les intéresse vraiment ou pas. Le paradoxe c'est qu'on veut toucher les gens qui travaille toute la journée et on les touche la journée parce qu'on travaille aussi la journée donc la notion de timing est aussi importante que complexe.

**Question 10**

Décrivez-vous communauté sur les réseaux sociaux

Nous on travaille principalement avec des artistes donc notre communauté elle est assez basé sur l'entraide sur les avis et les critiques. Notre page principal elle a pour but de publier notre contenu à nous et d'échanger sur celui des autres. Donc on met en avant les publications et création des artistes partenaires influence sœur du groupe. Pour définir de la communauté elle est vraiment basée sur l'entraide, et les critiques constructives. Par exemple un artiste va poster sur la page une de ses créations et va demander des critiques des avis de la communauté et travailler ensemble sur la finalisation du projet. Aussi on a beaucoup de free-lance qui vont poser des questions plutôt techniques sur l'aspect commercial par exemple comment gérer la relation client, la spécificité de notre communauté c'est qu'elle n'a aucune concurrence, ils sont là pour aider. Au sein des groupes créés en parallèle, c'est sûr c'est surtout sur la où se passent les échanges. Sur la page principale c'est simplement de l'information qui est commentée moins que discutée.

Ce qu'on veut nous, c'est que Le contenu, et le trafic créer un sentiment d'appartenance à la marque, de devenir une référence dans le milieu d'être un vecteur de confiance de crédibilité. Tout ce qui peut apporter du positif à la marque est à l'événement, on veut être connu par les fans et par les personnes célèbres du milieu.

**Question 11**

Nous on les utilise, je pense que c'est un très bon outil très efficace et accessible. On arrive à forcer les ventes via la pub payante plus qu'avec un référencement naturel, non. Il ne faut pas avoir peur de forcer quand on veut vendre quelque chose on peut pas se permettre de poser quelque chose là comme ça sur Internet sur les réseaux sociaux sans...
forcer un peu sinon on a aucune vente. On ne travaille pas ici que j'en ai l'image mais également sur la vente des produits et de l'événement.

Cela marche d'ailleurs extrêmement bien sûre des lancements de produits. Les pubs payantes nous permettre de toucher plus de monde de façon plus ciblée et il ne faut pas hésiter à investir. L'algorithme sur Facebook par exemple ne nous permet pas de toucher plus de 15 ou 20 % des utilisateurs, on utilise donc la plus payante sur toutes ses formes. On fait de la pub sur des articles sur des produits sur des pages et sous différents formats publicitaires par exemple la vidéo Limage. Notre politique c'est d'essayer tous les nouveaux outils à partir du moment où on voit qu'il y a du trafic et des résultats dans d'autres industries. Notre ROI est toujours quand on investit dans la pub payante.

Soit on lance une campagne spécifique pour un produit qui va tourner en continu sur les réseaux sociaux ou on fait aussi du retargeting. On a aussi fait du Google à une époque mais aujourd'hui les résultats sont moins bons que sur les réseaux sociaux. On a jamais utilisé de la publicité payante sur Twitter ou sur Instagram car nous ne sommes vraiment pas sur les résultats mais ça ne saurait tarder, on a voulu investir là où on a le plus grand nombre D'utilisateurs.

Vu qu'on travaille dans un milieu qui est assez graphique on utilise beaucoup les images, on fait beaucoup d'essais. Dans tout ce qu'on fait on va essayer plein d'options pour choisir la meilleure est la plus adaptée à notre entreprise.

pour conclure la publicité payante sur les réseaux sociaux pour moi est un outil très performant et on aurait tort de s'en priver.

Les budgets sont établis un peu au feeling même si on a une base d'environ 500 $ par mois et ensuite c'est 500 $ on va les répartir sur l'année.

On ne se force pas à faire de la pub pour faire de la pub on s'adapte aux actualités aux nouveautés et à nos cibles.

**Question 12**

Sur le contenu, la première chose qui est mesuré c'est le trafic généré, les éléments de partage plus en notre partage plus on a de trafic. Par exemple, on a posté des articles sur des artistes qui en a eu 30 ou 40 000 partage derrière donc ça, fait partie des grandes réussites, après de temps en temps il y en a qui n'en ont que cent, donc le nombre de like et de partage sont comptabilisés.

Ensuite concernant les produits, ça va être combien va nous rapporter une publication c'est-à-dire est-ce qu'on va générer assez de trafic ou du bon trafic pour vendre. Derrière on mesure aussi le parcours client en ligne, donc la mise en panier, Abandon du panier. On utilise Google analytique pour mesurer tout ça et on se base sur les résultats pour nos relances et nos stratégies.

Par exemple en ce moment on utilise on teste un outil qui permet d'envoyer un mail à une personne qui aurait abandonné son panier, en guise de relance.

On teste ça parce qu'on a remarqué qu'il y avait plein de gens qui abandonné leur panier donc pas parce qu'il changer d'avis mais parce qu'ils ont oublié qu'ils avaient rempli leur panier. On n'a pas peur d'essayer si jamais on dépense 500 $ sans retomber les 500 $ du mois d'après vont être bénéfique et on aura appris sur notre consommateur, on apprend de nos erreurs. C'est pour cela que la mesure est très importante.

Ce qui change la donne pour nous ce n'est pas d'avoir 2500 personnes qui aiment notre page en plus mais plutôt de comprendre notre cible moins c'est 2500 personnes.
C'est l'engagement qui compte pas le nombre. Les réseaux sociaux c'est juste un outil de communication c'est pas la finalité de l'échange le plus important je pense c'est plutôt de savoir comment est-ce qu'on amène les gens sur notre événement sur notre site, là où on crée le vrai business. Si on ne fait aucune vente cela n'a aucun intérêt.

Il y a aussi une grande part d'expérience qui permet d'avoir des pressentiments à l'avance car je connais ma cible et je connais mon travail donc c'est plus simple.

Mesurer c'est la clé pour adapter sa stratégie et sur les réseaux sociaux et sur ce qui se passe derrière le taux de transformation.

**Question 13**

Très optimiste, Je suis convaincu des performances du futur. C'est quand même un sujet d'actualité qui touche tout le monde, et toutes les industries. Les conférences les rencontres les salons ça fait quelques années qu'il y en a de plus en plus, personnellement. Je connais de plus en plus de gens qui participent à ce genre d'événement ce qui veut dire que les cibles est élargie. C'est un marché en plein boom. Le paradoxe une voix de plus c'est qu'on n'est pas assez du il faut tout avoir sur Internet, À Internet c'est bien mais ça serait bien qu'on se voit en vrai on se rencontre et qu'on échange de façon réelle. J'ai l'impression qu'Internet reste un outil et qu'on gardera toujours des outils plus traditionnels comme le face-à-face l'échange réel.

C'est pendant, les événements doivent tous avoir leurs spécificités pour réussir. Tous les événements doivent propulser l'engagement sinon il n'y a aucun intérêt. Ainsi les cibles et les organisateurs et les sujets traités doivent être en cohérence totale et je suis vraiment optimiste sur l'évolution du marché je pense qu'il y en aura de plus en plus, j'ai même peur qu'un moment il y en a trop et que l'on se perdent dans la qualité et la spécificité des événements. Il ne faut pas qu'il y ait trop d'événements identique. Par exemple, les événements de Networking autour du Web il y en a énormément mais les gens ne sont pas spécialement satisfaits des résultats.

Il faut donc garder sa spécificité et proposer des choses nouvelles et se renouveler en termes de contenu de format et d'originalité. Il faut surprendre et attiser la curiosité des participants, surtout les fidèles.

Je suis Dans l'industrie de l'événementiel institutionnel depuis quatre ans.

Je n'ai pas de qualification spécifique j'ai saisi les opportunités et ça s'est fait un peu sur le terrain j'ai fait des études de Web design et je n'étais pas insensible à ce monde-là.

Taille de l'entreprise 2 c'est qui est assez marrant car il pense que nous sommes une vingtaine de salariés quand il voit la présence sur le nette et les réseaux sociaux.
INTERVIEW CAROLINE PLATEAU

Question 1

To start this interview, could you tell me a little about when your company started using/adopting social media in the marketing strategies?

First, I want to say that in the company, we work directly on the events pages, so we do not have social networks for the company itself, but we have social networks for each event. I work on three events at the same time.

As soon as we start an event, we will create a Facebook page, a Twitter page and a LinkedIn page and after that it’s our job in marketing to grow these platforms and use them effectively to promote them events.

For example, our Congo-related event has been around for 11 years and we started the Facebook page when we really started talking to a mass target. The page has been open for more than three years, but finally we open social networks as soon as we feel that it makes sense for the event.

Well, that's the theory we had a year or two ago; now we do it for all events. As soon as the event has started, we immediately open a Facebook page, and a Twitter page. Before it was not a reflex, for example for the event related to the Congo which is a big event, we had a small website, but we wondered about the effectiveness of the exchange between the website, and other platforms, to get the customer elsewhere.

We realized that having a Facebook page, a Twitter page, now it is essential, just like having Internet, it is the link

Question 2

What changes do you see from your company's initial uses of social media to how you use it now?

What has changed is which is good is to use networks and different means of communication, but it also has to be adapted to the audience itself. For example we have events that are related to Africa, to propel the French market, and sometimes it's useless to have a Facebook page for people who have a random Internet connection.

And besides the connection, who know how to use Facebook.

What has changed is that access to these technologies is becoming more and more important. It is therefore necessary to adapt to the network, the Channel and the tool but especially to the consumer himself, who moves forward with his time, according to his demographics, geographic, and his culture, his education.

The internal change was very important from a marketing point of view in our company, it has really evolved, even if I consider our company as late ... Today we are really in the air of social networks, digital marketing and there it is completely integrated into the company internally. We put an accent for a year or two years on it, it's been 3-4 years that I'm in the company and I see only now a real change and a real interest in social networks and digital in my company, in terms of management.

The Facebook page today is obliged, we surf totally on this wave because we realize that it works and that our audience responds positively to what we do on it. I consider that the company started late because we have been organizing events for more than 10
years and it is only beginning to be integrated. Before the team was too small, it was almost the bare minimum with a website, a brochure, a database and we went on site but it was not big events like we do now. We did not especially use heavy marketing means to promote, it was really door-to-door, we had a list of addresses, we sent the brochure personally, we made SMS campaigns, it was a bit prehistoric how to do marketing. Now we have evolved a lot, we are much more strategic about how to present our events. Events become very important and generate a lot of money and this is where we decided to invest: on how to modernize, how to be much more strategic, more efficient in our way of marketing events. Society has changed we have much bigger marketing opportunities, teams have changed, they are trained and our audience is changing.

They have access to all these platforms, everyone today to a smartphone or almost so we really moved in this direction.

Question 3

Could you tell me about social media channels you are currently using?

*We use different platforms, I focus a lot on Facebook because it works very well. Then LinkedIn and then Twitter, these are the top three from a B2B standpoint to promote conferences and exhibitions effectively.*

*I know there are other events that use an Instagram, Google+ etc ... these are things that I personally do not use.*

*But we try to use a little all social networks anyway with the means we have. I do not use Instagram, I personally do not have a personal Instagram account, I have the website to manage, Twitter, Facebook and honestly, I do not have time to take care of other social networks if are not effectively proven.*

*I try to maximize what I'm doing on the other platforms and focus on a narrower but more focused strategy and doing things well rather than doing things differently.*

Question 4

Could you offer me your opinion about the purposes of your online strategy?

*We use and have integrated into the marketing and in our sales department, the software Sales Force and Pardot.*

*These are software that can process databases. Everyone uses all the contacts. Sales are listed on this software and each salesperson can see where he is in these pipelines, when will he finish the deal. It is a total connection between the two departments to best meet the needs of customers or prospects.*

*It is software that is used throughout the company, and we, in addition, in the marketing department we use Pardot which is quite related with sales force.*

*For example, when I send a mailer, there are people who will open the mail that will click to download the brochure, who will go for a walk on the website and we can do it live, it is to see who opened which email, what time, where did they go on the website etc.*
We have become intelligent in terms of marketing and we have completely settled our marketing department in the sales department. We can have a real vision, a complete visibility on who are the prospects who have an interest for our event. And our goal in marketing is to send the right message, which then open the mails, go to the different Internet pages, download some documents so we can list all the information to the sales team and the sales team after all this, can call, contact these people and see where they are exactly in their customer journey. It can be buy a stand, or it can be buy a conference pass for example.

And that's what drives our marketing strategy completely.
Our goal is to try, either by sending mail or by digital campaigns pushed, our goal is to send as many people as possible on the website and on Pardot so that they go back details to download and access certain information on the site. These people are not going to go specifically on the Internet to find information about the event.
It is up to us to offer them the information.
The Digital campaign has the main goal of drive traffic
In order to have information about them and to understand what they want, if they want to exhibit, if they want to speak at the conference, if they want conference passes or passes for the conference expo.
So that's why we really started on that and so the goal of the social networking strategy is drive traffic.

Pardot is integrated into the website, and every time someone wants to have access to different information about the event, we use mini forms and ask questions in a progressive and subtle way eg name, surname, e-mail, to receive the program for example.

Next time on these same people we can send a mailer, in response to the first download that showed interest in the event. This is called progressive profiling.

The goal is to send a clear message, on social networks to a targeted audience with targeting options. In order to bring them back to our marketing platforms so the website and Pardot and assist the sales department, and thus generate profit.

Question 5
Can you tell a little about a process, a framework and/or a method you have used regarding your communication strategy?
All that depends on the campaign phases.
The campaigns for an event last 40 weeks at home, and we walk to the "countdown" 39 weeks, 38 weeks etc.
The digital campaign answers the questions: what is our message, at what point in the customer’s campaign / journey?
In phase 1, we will push on everything that is sponsors and exhibitors. They are the ones who bring back the most money on an event so it is selling the sponsor of the cocktail, the conference.
Here we want to secure from the start, and so my message will be focused on pushing prestige content to be sponsor etc. This content is then applied immediately on the
various social networks. So it's me who prepares this content, it's me who does it, if I have a doubt I can ask a question to my sales leader or another department but hey with experience I know exactly what type of message I am supposed to do.

We adapt the message from year to year, news, competition, what are we doing different. The basic content is the same but we try to adapt from year to year.

So this campaign is called the SPECS campaign, it never stops. The sales team continues to sell stands until the end of the marketing campaign.

At the marketing level, I have to start the second pass sales phase. This phase begins when the program of the conference has been validated at 80%.

Once the program is ready, it's me at marketing who pushes the communication around the topics of the conference.

I insist on all the conference aspect to assist the sales department. It's simple, they sell, I pass the message.

And the third sales phase of the campaign is going to be all that is "visitors". It is a campaign to attract visitors to the exhibition or conference.

It is crucial that I bring targeted and relevant visitors to these events, we cannot invite the local hairdresser or the baker who said "oh look, there is an exhibition, I'll go for a walk" NO ! it has to be super targeted people, who also make the image of the event itself. If not the exhibitors who spent $ 6000, who bought a stand that will try to sell their protective clothing, for example, and well with the hairdresser or the baker of the corner they will say to themselves next year we do not come back on Will not spend $ 6000 that had no interest.

So this phase is very important, the visitors campaign is very advanced

So the strategy to conclude is always in order to encourage the different phases

**Question 6**

Could you give me your opinion on the positive and negative impact of social media in customer relationship building?

For me there is very little negative.

What is positive is that you can communicate with thousands of people at a lower price. Because in the end all that is advertising is very expensive (magazine, newspaper, billboard, TV).

It's very expensive and it's not targeted enough. The TV spot, you do not know who's going to watch it, you do not know if it's the hairdresser or the baker's corner. If you do something on social networks, you can put filters, you can target a very precise audience with demographics, geographical, you can direct this traffic on your website With Pardot, we can see their behavior and other elements for example job title, their company, location. And so their profile.

With social networks, you can create a mass but you do not necessarily have the possibility, to personalize, to target 100% /
For example, I have 2,000 people who liked my post but I can not describe who exactly these 2000 people are, this is where we act and we want to define those 2000 people who liked this post.

By bringing them to the website, and therefore understand who they are.

We can target our message later based on what makes them react or what interests them. So to conclude, in positive we can create mass campaigns, but in the negative we do not know who they are, but we react with what we have.

Also on social networks we can not target 100% it's hard to say I will only target people who are in the transport industry, in the end we have not really these options, nor this information provided by users themselves. Especially on Twitter. It's mass advertising at a lower cost.

I did a Facebook campaign last year in April, we only had 5,000 people on the website. I started a social media campaign in April, and we had 11,000 people in June on the website. I had to spend about 400 €. While a TV spot is almost $ 2000.

And I can see my return on investment and show it to my team, to my manager.

That's what it generated as traffic and it's very encouraging and suddenly the managers validate my decisions.

Sometimes they have trouble seeing the return on investment because they need numbers here with social networks and the software that has been put in place is much more convincing they will be much more agree to sign me a bill of $ 2000 and that's what my room for maneuver as a digital marketing manager.

Other media eg radio TV magazine etc. we do not have the means to measure

**Question 7**

I would like to learn about your opinion on relationship between attendance motivation and social media?

It's hard to say, the only way we have is that we can analyze the traffic of social networks, on the website and see who clicked on the registration page for the event. For example in May I know that my social networks have reduced 4000 visitors to my website, I can then go to Google Analytics on which page they went, I can see how much click to save. I can measure the quantity, but I cannot measure the quality of the motivation of future participants.

We can do an average assessment, or estimates. Then on the event in real life, I can ask the question when we register people on the site, we ask the participants how and why they registered at the event.

"How did you speak did you hear about us? "

But it's far from accurate

Now with Pardot, we do not see much, people start with Facebook, then go to the website. Pardot is really the recording of the online customer journey, we can see exactly what people did and when and that is where we can guess the impact of social networks on the motivation of coming participants who is for me positive.
When someone comes to the site, it opens a client file, and from each client is traced and analyzed its behavior. The Marketing and Sales department shares the client files that are available all the time.

What is interesting for social networks what I can filter all my social networks for a campaign, for example I put a budget of 400 € I am my client files and I look when they converted into a contract for example sponsor, or who bought us a stand or a pass simply.

Here I can say on Facebook I spent 400 € here then files that's how much money they spent. And here I can get validated by my managers I can say I spent many euros on it but that's all.

Question 8

How do you define your online communities?

We did not necessarily create a community to tell the truth. Of course, we have questions, likes, but we have not created a real community where people can talk about the event, exchange.

Also, positioning our brand on social media could not be relevant since our image may be affected by the social media itself. For example, Facebook seems not being really professional, and our target, for example in Africa, will not understand a Facebook strategy for Mining events...If I create a discussion on Facebook, it may not be judicious, my target could not understand, and will not care about it.

For now, we have not done that, because we really use social networks to generate traffic on the website and to create leads, we are there for sale. But why not ? I think the problem is who can take care of it, I'll look more for the production department, you Julia you know, because you've been a conference producer.

In the marketing department we do not know the market well enough and it takes a lot of time so perhaps it would be a mission of the production department rather than marketing, to create and maintain this community.

You have to spend at least one or two hours a day I think the team is not big enough to do this kind of things so we really use the social networks for the commercial aspect But it would be great to do it, you have to know if it's a marketing function or a production function, but it can be interesting to put it in place in the long term to learn a little more about people online and our communities.

The production is really close to the market it has the intelligence of the market the producers you have made it follow the news calls the influential people are in contact with the important people to dictate a little the tendencies me at the marketing level I wait that the production gives me this information there. This is also often the production that gives me ideas of content for the Facebook for example

It could be interesting to have a common support so that the two departments can communicate together around its communities so we could for example set up that every Friday the production sets up mailers and sends all the interesting links on the industry. And we at marketing can see how can we push and make a simple Messages.

I feel like it's not my job at the moment. For example on LinkedIn we have closed groups that are more active but where everyone can post their opinion put comments share articles etc. I think we should start there Facebook and Twitter could very well give access to production and give them the freedom to post.
But by count it must be limited to a few people for example me in my sales department, there are people to whom I will never give the reins of social networks.

I think communities I do not have the experience and I do not have the knowledge to manage a forum on topics, I do not know anything about it.

**Question 9**

What is your opinion about Paid advertising?

The budgets are by season so it was in September, they are created within my company and they are sent to the parent company.

In August I look at my marketing budget and it's up to me to see where I can stall my budget social networks it's me who made a budget request I ask my manager to do such campaign campaign for so many euros and I make him a budget proposal.

In general, these are figures that I assign to each phase of campaigns. I have to justify my budgets and I established them thanks to my experience and I compare them with other events I can ask other departments for example to a colleague who has the same position as me in marketing but on another subject and we exchange on it. We adapt we make proposals it's the experience Then the budgets are validated from an internal point of view, according to the sales forecasts The sales department, and the production team will ask for a budget so everyone shares the budget so in general it gives me half of what I ask so I do with what I have (laugh).

And it's up to me to come back and adapt my ideas according to the budget So we used a digital specialist in the box called James.

I spend a lot of time with James because I do not have a Digital background so there are things I do not know, and I ask James, for example, to manage budgets on Google, for each ad.

He takes care of AdWords, for example because it is difficult to set up there are things to be validated by Google keywords to select etc. all this I do not know how to do and I do not have the time or the means to do it.

We could have used an external company we decided to put it on the scale of the company so it's someone who is hired inside the company.

Digital has been completely integrated into our business for a year now by the fact that we have entered completely, we have used people who are "digital" and also by the fact that.

We have invested a lot of money, almost 2 million pounds, in software like Sales Force and Pardot, which are connected to social networks. We have a real digital team that is not a marketing team but who do all the implementation We put ourselves on the line of sight of big boxes like Google who use them too. It is the parent company that decided to set up this aspect, and make it an obligation. This is Clarion, which puts this in place because we have several offices in France, Africa and Asia, South America and everyone knows how to adapt enough software initiatives like that are essential it is not an option. been pretty hard, we had to first clean all our database which represents almost 500,000 contacts that had to be cleaned recoded it took more than six months we had to employ an external company. All the sales team went on Force Sales, in September all the marketing teams are on pardot with training etc.
Question 10

How do you see the future of the MICE market? How optimistic are you?

I have the impression of only scratching the surface of the opportunities for the moment. When you look at other companies I think we're a little late.

We have a neighboring company, which generates a lot more revenue, with less staff, So for me you do not need to have a lot of people to generate sales and marketing, but you have to have the right software, the right tools, an effective digital and social media campaign and you have a strong workforce that is able to do specific and focused things you can generate a lot of money and this is where we realize that what we did before marketing was not enough not enough targeted we did not have much visibility on our audience and interfere on different departments eg marketing and sales. Now we have a real understanding of the targets so that's great In our team it's not easy there are many things we had to learn, many that become mandatory and it's a lot of training.

I think it is just the beginning of a lot of opportunities for our market.

Our company starts using tools, and software, and I feel like it is a new Era! We will change everything, and get more and more efficient through it.

Also, we are evolving in a connected Era, but it is pivotal to totally understand our audience through this connected World

We only see the results now but we still do not have a complete visibility of the opportunities we can have.

Our competitors in France and elsewhere in the world all use this kind of software, to manage their social network strategy and their events are huge and generate a lot of money so we know in advance that it works, we are confident about the future is just that it takes time to set up and we have a lot of hope.

But by count I think we need to have a lot more training within the company I'm not sure to use software 100% of their means.

We do our events sometimes when it happens with older people for example, or when we are not with connected teams we must also adapt our strategies to our targets. I absolutely do not drop my other traditional marketing tools like posters, SMS, it seems a bit old game but they are essential.

We have evolved into a digital era, but has our audience, for example, our big target in the department, moved in this era as well? can we communicate with her in this way?

END OF THE INTERVIEW

In the industry for 3-4 years No specific training or diploma, but basic internal training I studied languages and literature. Around 100 people in my company.

FRENCH VERSION

Question 1

Tout d’abord, je tiens à dire que nous dans l’entreprise, nous travaillons directement sur les événements, donc nous n’avons pas de réseaux sociaux pour l’entreprise, elle-même, mais on a bien des réseaux sociaux pour chaque événement. Moi je travaille sur trois événements en même temps, à chaque fois.
Dès qu'on commence un événement, on va créer une page Facebook, une page Twitter et une page LinkedIn et après c'est notre travail en marketing de faire grandir ces plates-formes et de les utiliser de manière efficace pour faire la promo des événements.

Par exemple, notre événement lié au Congo existe depuis 11 ans et on a commencé la page Facebook quand on a vraiment commencé à s'adresser à une cible de masse.

La page est ouverte depuis plus de trois ans, mais finalement on ouvre des réseaux sociaux dès qu'on estime que ça a du sens pour l'événement.

Bon, ça c'est la théorie qu'on avait il y a un ou deux ans ; maintenant on le fait pour tous les événements.

Dès que l'événement a démarré, on ouvre tout de suite une page Facebook, et une page Twitter. Avant ce n'était pas un réflexe, par exemple pour l'événement lié au Congo qui est un gros événement, on avait un petit site Internet mais on se posait la question de l'efficacité de l'échange entre le site internet, et d'autres plateformes, pour aller chercher le client ailleurs.

On s'est rendu compte qu'avoir une page Facebook, une page Twitter, maintenant c'est indispensable, tout comme avoir Internet, ça fait le lien.

**Question 2**

Ce qui a changé, c'est que c'est bien d'utiliser des réseaux et différents moyens de communication mais il faut aussi que ce soit adapté à l'audience elle-même.

Par exemple on a des événements qui sont liés avec l'Afrique, pour propulser le marché français, et parfois, ça ne sert à rien d'avoir une page Facebook destinée à des gens qui ont une connexion Internet aléatoire. Et outre la connexion, qui savent comment utiliser Facebook.

Ce qui a changé c'est donc l'accès à ces technologies qui est de plus en plus important. Il faut donc s'adapter au réseau, à la Channel et à l'outil mais surtout au consommateur lui-même, qui avance avec son temps, selon ses demographics, geographic, et sa culture, son éducation.

Le changement interne a été très important d'un point de vue marketing dans notre entreprise, ça a vraiment évolué, même si je considère notre entreprise comme tardive...

Aujourd'hui on est vraiment dans l'air des réseaux sociaux, du marketing digital et là c'est complètement intégré dans l'entreprise de manière interne.

On a mis un accent depuis un an ou deux ans là-dessus, moi ça fait 3-4 ans que je suis dans l'entreprise et je vois seulement depuis maintenant un vrai changement et un vrai intéréssement aux réseaux sociaux et au digital dans mon entreprise, en termes de management.

La page Facebook aujourd'hui c'est obligé, on surfe totalement sur cette vague parce qu'on se rend compte que ça marche et que notre audience répond positivement à ce qu'on fait là-dessus. Je considère que l'entreprise a commencé tardivement parce qu'on organise des événements depuis plus de 10 ans et ça commence seulement à être intégré. Avant l'équipe était trop petite, on faisait presque que le strict minimum avec un site Internet, une brochure, une base de données et on allait sur place mais c'était pas des événements de grosse ampleur comme on fait maintenant. On n'utilisait pas
spécialement des moyens marketings lourds pour faire la promotion, c'était vraiment du porte-à-porte, on avait une liste d'adresses, on envoyait la brochure de manière personnelle, on faisait des campagnes SMS, c'était un peu préhistorique la manière de faire du marketing. Maintenant on a beaucoup évolué, on est beaucoup plus stratégiques sur la manière de présenter nos événements. Les événements deviennent très importants et génèrent énormément d'argent et c'est là où on a décidé d'investir : sur comment se moderniser, comment être beaucoup plus stratégique, plus efficace dans notre manière de marketer les événements.

La société a changé on a des opportunités marketing beaucoup plus grandes, les équipes ont changées, elles sont formées et notre audience change

Ils ont accès à toutes ces plates-formes, tout le monde aujourd'hui à un Smartphone ou presque donc on a vraiment évolué dans ce sens-là.

**Question 3**

On utilise différentes plates-formes, moi je me concentre énormément sur Facebook parce que ça marche très bien. Ensuite LinkedIn et ensuite Twitter, ce sont les trois principaux d’un point de vue B2B pour faire la promo des conférences et des expos de manière efficace.

Je sais qu'il y a d'autres événements qui utilise un Instagram, Google+ etc... ce sont des choses que moi personnellement je n'utilise pas.

Mais on essaie d’utiliser un peu tous les réseaux sociaux quand même avec les moyens qu'on a. On utilise pas Instagram, moi personnellement je n'ai pas de compte Instagram personnel, j'ai le site Internet à gérer, Twitter, Facebook et honnêtement je n'ai pas le temps de m'occuper d'autres réseaux sociaux s'ils ne sont pas efficacement prouvés.

J'essaye de maximiser à fond ce que je suis en train de faire sur les autres plates-formes et je me concentre sur une stratégie plus étroite mais plus ciblée et de faire les choses bien plutôt que de me lancer sur différentes choses en moins bien.

**Question 4**

On utilise et on a intégré dans le marketing et dans notre département vente, les logiciels Sales Force et Pardot.

Ce sont des logiciels qui permettent de traiter des bases de données. Tout le monde utilise tous les contacts. Les ventes sont répertoriées sur ce logiciel et chaque commercial peux voir où est-ce qu'il en est dans ces pipelines, quand est ce qu’il va finir le deal. C’est une connexion totale entre les deux départements pour répondre au mieux aux besoins des clients ou prospects.

C'est un logiciel qui est utilisé à l'échelle de l'entreprise, et nous, en plus, dans le département marketing on utilise Pardot qui est tout à fait relié avec sales force.

Par exemple, moi quand j'envoie un mailer, il y a des personnes qui vont ouvrir le mail qui vont cliquer pour télécharger la brochure, qui vont aller se promener sur le site Internet et nous ce qu'on peut faire de manière live, c'est voir qui a ouvert quel mail, à quelle heure, où est-ce qu'ils sont allés sur le site Internet etc. etc.
On est devenu intelligent en terme de marketing et on a tout à fait réglé notre département marketing au département vente. On peut avoir une vision réelle, une visibilité complète sur qui sont les prospect qui ont un intérêt pour notre événement. Et notre but dans le marketing c'est d'envoyer le bon message, qui fasse ensuite ouvrir les mails, aller sur les différentes pages Internet, les télécharger certains documents pour qu'on puisse répertorier toutes les informations à l'équipe de vente et l'équipe de vente après tout cela, peuvent appeler, contacter ces personnes et voir où est-ce qu'ils en sont exactement dans leur parcours client. Ça peut être acheter un stand, ou ça peut être acheter un pass conférence par exemple.

Et c'est ça qui dirige complètement notre stratégie marketing.

Notre but est d'essayer, soit par l'envoi de mail ou soit par des campagnes digitale poussées, notre but c'est d'envoyer le plus de monde possible sur le site Internet et sur Pardot afin qu'ils aillent rentrer leurs détails pour télécharger et accéder à certaines informations sur le site.

Ces personnes- là ne vont pas aller spécialement d'elles-mêmes sur Internet chercher des informations sur l'événement

C'est à nous de leur proposer l'information.

La campagne Digital a comme principal objectif de drive trafic

Afin d'avoir des informations sur eux et qu'on puisse comprendre ce qu'ils veulent, s'ils veulent exposer, s'ils veulent parler à la conférence, s'ils veulent des pass pour la conférence ou des passes pour l'expo.

Donc voilà pourquoi on s'est vraiment lancé sur ça et donc l'objectif de la stratégie réseaux sociaux c'est drive traffic.

Pardot est intégré au site Internet, et à chaque fois que quelqu'un veut avoir accès à différentes informations par rapport à l'événement, on utilise des mini formulaires et on pose des questions de manière progressive et subtile par exemple nom, prénom, e-mail, pour recevoir le programme par exemple.

La prochaine fois sur ces mêmes personnes on peut envoyer un mailer, en réponse au premier téléchargement qui a montré l'intérêt à l'événement. On appelle ça du progressiv profiling.

Le but c'est d'envoyer un message clair, sur les réseaux sociaux à une audience ciblée avec les options de ciblage. Dans le but de les ramener sur nos plates-formes marketing donc le site Internet et Pardot et d'assister le département de vente, et donc de générer du profit.

**Question 5 Frameworks, Methods**

Tout ça dépend des phases de campagne.

Les campagnes pour un événement durent 40 semaines chez nous, et l'on marche au « compte à rebours » 39 semaines, 38 semaines etc.

La campagne digitale elle répond aux questions : quel est notre message, à quel moment de la campagne/ parcours du client.

Dans la phase 1, on va pousser sur tout ce qui est sponsors et exposants.
Ce sont eux qui ramènent le plus d'argent sur un événement donc c'est vendre le sponsor du cocktail, de la conférence.

Ici on veut sécuriser dès le départ, et donc mon message va être axé sur pousser le contenu de prestige d'être sponsor etc. Ce contenu ensuite est appliqué tout de suite sur les différents réseaux sociaux. Donc c'est moi qui prépare ce contenu, c'est moi qui le fait, si j'ai un doute je peux poser une question à mon leader de vente ou à un autre département mais bon avec l'expérience je sais exactement quel type de message je suis censée faire.

On adapte le message d'année en année, les nouveautés, la compétition, qu'est-ce qu'on fait de différent. Le contenu de base est le même mais on essaye d’adapter d'année en année

Donc cette campagne elle s'appelle la campagne SPECS, elle ne s'arrête jamais. L'équipe vente continue de vendre des stands jusqu'à la fin de la campagne marketing.

Au niveau marketing, je dois commencer la deuxième phase de vente de passe

Cette phase là elle commence quand le programme de la conférence a été validé à 80 %

Une fois que le programme est prêt, c'est moi au marketing qui pousse la communication autour des sujets de la conférence.

J'insiste sur tout l'aspect conférence pour assister le département vente. C'est simple, eux ils vendent, moi je passe le message.

Et la troisième phase de vente de la campagne ça va être tout ce qui est « visiteurs » ». C'est une campagne pour attirer les visiteurs à l'exposition ou à la conférence.

C'est crucial que je ramène des visiteurs ciblés et pertinents à ces événements, on ne peut pas inviter la coiffeuse du coin ou le boulanger qui s'est dit « ah tiens, il y a une exposition, je vais aller faire un tour » NON ! il faut que ce soit que ce soit des gens super ciblés, qui rendent eux aussi l'image de l'événement lui-même. Sinon les exposants qui ont dépensé 6000 $, qui ont acheté un stand qui vont essayer de vendre leurs vêtements de protection, par exemple, et bien avec la coiffeuse ou le boulanger du coin ils vont se dire l'année prochaine on ne revient pas on va pas dépenser 6000 $ ça n'avait aucun intérêt.

Donc cette phase est très importante, la campagne visiteurs est très poussée

Donc la stratégie pour conclure, c'est toujours dans le but d'inciter les différentes phases

**Question 6 Impact réseaux sociaux négatifs ou positifs sur les cibles**

Pour moi il y a très peu de négatif.

Ce qui est positif, c'est qu'on peut communiquer avec des milliers de personnes à moindre prix.

Parce qu'au final tout ce qui est advertising coûte très cher (magazine, journal radio, billboard, TV).

Ça coûte très cher et ce n'est pas assez ciblé. Le spot TV, tu ne sais pas qui est-ce qui va le regarder, tu ne sais pas si c'est la coiffeuse ou le boulanger du coin. Si tu fais quelque chose sur les réseaux sociaux, tu peux mettre des filtres, tu peux cibler une audience
très précise avec des démographiques, des géographique, tu peux diriger ce trafic sur ton site Internet

Avec Pardot, nous on peut voir leur comportement et autres éléments par exemple job title, leur entreprise, location. Et donc leur profil.

Avec les réseaux sociaux, tu peux créer une masse mais tu n'as pas forcément la possibilité, de personnaliser, de cibler 100%/

Par exemple, j'ai 2000 personnes qui ont liké, mon poste mais je ne peux pas te décrire qui sont ces 2000 personnes exactement, c'est là où nous on agit et on veut définir ces 2000 personnes qui ont aimé ce post là.

En les amenant sur le site Internet, et donc comprendre qui ils sont.

On peut cibler notre message plus tard en fonction de ce qui les font réagir ou ce qui les intéresse.

Donc pour conclure, en positif on peut créer des campagnes de masse, mais en négatif on ne sait pas spécialement qui ils sont, mais on réagit avec ce qu'on a.

Aussi sur les réseaux sociaux on ne peut pas cibler à 100 % c'est difficile de dire je vais cibler uniquement les personnes qui sont dans l'industrie du transport, au final on a pas vraiment ces options, ni ces informations renseignées par les utilisateurs eux même. Surtout sur Twitter. C'est de la publicité en masse à moindre coût

J'ai fait une campagne Facebook l'année dernière au mois d'avril, on avait seulement 5000 personnes sur le site Internet. J'ai commencé une campagne de réseaux sociaux en avril mai et on a eu 11 000 personnes en juin sur le site Internet.

J'ai dû dépenser 400 € environ. Tandis qu'un spot télé c'est presque 2000 $. 

Et moi je peux voir mon retour sur investissement et le montrer à mon équipe, à ma manager.

Voilà ce que ça a généré comme trafic et c'est très encourageant et du coup les managers valident mes décisions.

Parfois, ils ont du mal à constater le retour sur investissement car ils ont besoin de chiffres ici avec les réseaux sociaux et le logiciel qu'on a mis en place c'est beaucoup plus probant

ils seront beaucoup plus d'accord de me signer une facture de 2000 $ et c'est la que sont mes marges de manoeuvre en tant que chargée de marketing digital.

Les autres supports par exemple radio télé magazine etc. nous n'avons pas les moyens de mesure.

**Question 7 Impact des réseaux sociaux sur la motivation**

Ça c'est difficile à dire, le seul moyen qu'on a, c'est qu'on peut analyser le trafic des réseaux sociaux, sur le site Internet et voir qui a cliqué sur la page d'enregistrement à l'événement.

Par exemple au mois de mai je sais que mes réseaux sociaux ont ramené 4000 visiteurs sur mon site Internet, je peux ensuite aller voir sur Google Analytics sur quelle page ils
sont allés, je peux voir combien cliquez enregistrer. Je peux mesurer la quantité mais je ne peux pas mesurer la qualité de la motivation des futurs participants.

On peut faire une évaluation moyenne, ou des estimations. Ensuite sur l’événement en réel, je peux poser la question lorsque l’on enregistre les personnes sur le site, on demande aux participants comment et pourquoi ils se sont enregistrés à l’événement.

« Comment avez-vous parlé avez-vous entendu parler de nous ? »

Mais c’est loin d’être précis.

Maintenant avec Pardot, on n’en voit beaucoup, les gens commencent par Facebook, puis vont sur le site Internet.

Pardot, c’est vraiment l’enregistrement du parcours client en ligne, on peut voir exactement ce que les gens ont fait et à quel moment et c’est de là qu’on peut deviner l’impact des réseaux sociaux sur la motivation des participants à venir qui est pour moi positive.

Quand quelqu’un vient sur le site, ça ouvre un fichier clients, et à partir de la chaque client est tracé et on analyse son comportement. Le Marketing et le département vente se partage les fichiers clients qui sont disponibles tout le temps.

Ce qui est intéressant pour les réseaux sociaux ce que je peux filtrer tous mes réseaux sociaux pour une campagne, par exemple j’ai mis un budget de 400 € je suis mes fichiers clients et je regarde quand est ce qu’ils ont converti en contrat par exemple sponsor, ou qui nous a acheté un stand ou un pass tout simplement.

Ici, je peux dire sur Facebook j’ai dépensé 400€ voilà alors fichiers voilà combien d’argent ils ont dépensé.

Et là je peux faire valider par mes managers je peux dire j’ai dépensé tant d’euros mais ça générer temps d’euros de booking réservation

**Question 8 Online communities**

Non, on n’a pas forcément créé de communauté à vrai dire.

Forcément, on a des questions, des likes, mais on n’a pas créé de vrai communauté où les gens peuvent parler de l’événement, échanger.

Pour le moment, on a pas fait cela, parce que on utilise vraiment les réseaux sociaux pour générer du trafic sur le website et pour créer des leads, on est là pour la vente.

Mais Pourquoi pas ? Je pense que le problème c’est de savoir qui est-ce qui pourrait s’en occuper,

Je pencherai plutôt pour le département production, toi Julia tu connais d’ailleurs, parce que tu as été productrice de conférence.

Dans le département marketing on ne connaît pas assez bien le marché et ça prend énormément de temps alors peut-être ce serait une mission du département production plutôt que du marketing, que de créer et entretenir cette communauté-là.
Il faut y passer au moins une ou deux heures par jour je pense que l'équipe n'est pas assez grande pour pouvoir faire ce genre de choses donc nous on utilise vraiment les réseaux sociaux pour l'aspect commercial.

Mais ce serait super bien de le faire, il faut savoir si c'est une fonction marketing ou une fonction production, mais ça peut être intéressant de le mettre en place à long terme pour apprendre un peu plus des gens en ligne et de nos communautés.

La production elle est vraiment proche du marché elle a l'intelligence du marché les producteurs tu l'as fait suivre les nouvelles appelles les personnes influentes sont en contact avec les personnes importantes pour dicter un peu les tendances moi au niveau marketing j'attends que la production me donne ces informations là. C'est d'ailleurs souvent la production qui me donne des idées de contenu pour le Facebook par exemple.

Ça pourrait être intéressant d'avoir un support commun pour que les deux départements puissent communiquer ensemble autour de ses communautés aussi on pourrait par exemple mettre en place que tous les vendredis la production met en place des mailers et envoie tous les liens intéressant sur l'industrie.

Et nous au marketing on peut voir comment est-ce qu'on peut pousser et faire un Messages simple.

J'ai l'impression que ce n'est pas mon travail pour le moment.

Par exemple sur LinkedIn on a des groupes fermés qui sont plus actifs mais où tout le monde peut poster son avis mettre des commentaires partager des articles etc. je pense qu'il faudrait commencer par là.

Facebook et Twitter on pourrait très bien donner accès à la production et leur donner la liberté de poster.

Mais par compte il faut que ce soit limité à quelques personnes par exemple moi dans mon département vente, il y a des gens à qui je ne donnerai jamais les rênes des réseaux sociaux.

Je pense que les communautés moi je n'ai pas l'expérience et j'ai pas la connaissance pour aller gérer un forum sur les sujets, je n'y connais rien.

**Question 9 Publicité payante**

Les budgets se font par saison donc là c'était en septembre, ils sont créés au sein de mon entreprise puis ils sont envoyés à la maison mère.

En août je regarde mon budget marketing et c'est à moi de voir où est-ce que je peux caler mon budget réseaux sociaux c'est moi qui ai fait une demande de budget je demande à ma manager de faire telle campagne de campagne pour tant d'euros et je lui fais une proposition de budget.

En général ce sont des chiffres que j'attribue à chaque phase de campagnes.

Je dois justifier mes budgets et je les établi grâce à mon expérience et je les compare à d'autres événements je peux demander par exemple à d'autres départements à une collègues qui a le même poste que moi en marketing mais sur un autre sujet et on échange là-dessus.

On adapte on fait des propositions c'est l'expérience.
Ensuite les budgets sont validés d'un point de vue interne, en fonction des prévisions de ventes. Le département de vente, et l'équipe production vont demander un budget également chacun se partage le budget donc en général il me donne la moitié de ce que je demande donc je fais avec ce que j'ai (laugh).

Et c'est à moi de revenir et d'adapter mes idées en fonction du budget.

Aussi on a employé un spécialiste digital dans la boîte qui s'appelle James.

Je passe beaucoup par James parce que je n'ai pas de background Digital donc il y a des choses que je ne sais pas, et je demande à James qui s'occupe par exemple de gérer les budgets sur Google, pour chaque publicité ;

Il s'occupe d'AdWords, par exemple parce que c'est difficile à mettre en place il y a des choses à faire valider par Google les mots-clés à sélectionner etc. tout cela moi je ne sais pas faire et je n'ai pas le temps ni les moyens pour le faire.

On aurait pu utiliser une entreprise externe on a décidé de mettre ça à l'échelle de l'entreprise donc c'est quelqu'un qui est embauché à l'intérieur de l'entreprise.

Digital est complètement intégré dans notre entreprise depuis un an par le fait qu'on est entré complètement dedans, on a employé des personnes qui sont « digitales » et aussi par le fait qu'on ait investi énormément d'argent, presque 2 millions de pounds, dans des logiciels comme Sales Force, et PArdot, qui sont reliés aux réseaux sociaux.

On a une vraie équipe digitale qui n'est pas une équipe marketing mais qui font toute l'implémentation. On se met sur la ligne de mire des grosses boîtes comme Google qui les utilisent aussi.

C'est la maison mère qui a décidé de mettre en place cet aspect, et d'en faire une obligation.

C'est Clarion, qui met ça en place car nous avons plusieurs bureaux en France, en Afrique et en Asie, en Amérique du Sud et tout le monde sait adapter assez logiciel les initiatives comme ça sont indispensables ce n'est pas une option.

Ça a été assez dur, on a dû d'abord nettoyer toute notre base de données ce qui représente presque 500 000 contacts qui ont dû être nettoyés recodés cela a pris plus de six mois on a dû employer une entreprise externe.

Toute l'équipe de vente est passée sur Force Sales, en septembre toutes les teams marketing sont passées sur pArdot avec formations etc.

Question 10 Future of the Market

J'ai l'impression de seulement gratter la surface des opportunités pour le moment.

Quand tu regardes d'autres entreprises je trouve qu'on un peu en retard.

On a une entreprise voisine, qui génère beaucoup plus de revenus, avec moins de staff,

Donc pour moi t'as pas besoin d'avoir énormément de personnes pour générer des ventes et du marketing mais il faut avoir les bons logiciels, les bons outils, une campagne digitale et de réseaux sociaux efficaces et que tu aies des effectifs performant qui sont capables de faire des choses précis et ciblé tu peux générer beaucoup d'argent.
et c'est là où nous on se rend compte que ce qu'on a fait avant marketing c'était pas assez pas assez ciblé on avait pas beaucoup de visibilité sur notre audience et s'interférer sur différents départements par exemple marketing et ventes.

Maintenant on a une vraie compréhension des cibles donc ça c'est super

Au sein de notre équipe c'est pas facile y'a beaucoup de choses qu'on a dû apprendre, beaucoup qui deviennent obligatoires et c'est beaucoup de formation.

On voit seulement les résultats maintenant mais on a pas encore une visibilité complète des opportunités qu'on peut avoir.

Nos concurrents en France et ailleurs dans le monde utilisent tous ce genre de logiciels, pour gérer leur stratégie de réseaux sociaux et leurs événements sont énormes et génèrent beaucoup d'argent donc on sait d'avance que ça marche, on est confiant sur l'avenir c'est juste que là ça met du temps à se mettre en place et on a beaucoup d'espoir.

Mais par compte je pense qu'on a besoin d'avoir beaucoup plus de formation au sein de l'entreprise je ne suis pas sûre d'utiliser les logiciels à 100 % de leurs moyens

Nous nos événements parfois lorsqu'il se passe avec des personnes plutôt âgées par exemple, ou lorsqu'on n'est pas avec des équipes connectées il faut aussi adapter nos stratégies à nos cibles.

Je ne laisse absolument pas tomber mes autres outils marketing plus traditionnels comme les posters, les SMS, ça paraît un peu vieux jeu mais ils sont indispensables.

Nous on a évolué dans une ère digitale, mais est-ce que notre audience par exemple, notre grande cible au ministère, a bougé dans cette ère également ? est-ce qu'on peut communiquer avec elle de cette manière ?

**Fin de l'interview**

Dans l'industrie depuis 3-4

Pas de formation ou de diplôme spécifique mais des formations internes à la base j'ai fait des études de langues et de littérature.

Mon entreprise compte environ 200 personnes
APPENDIX 7 : ORIGINAL QUESTIONNAIRE – FRENCH VERSION

Question 1

Utilisez vous les réseaux sociaux?

60 responses

61.3% a des fins personnelles
33.3% a des fins personnelles et professionnelles

Question 2

Dans quels buts utilisez vous les réseaux sociaux?

79 responses

<table>
<thead>
<tr>
<th>But</th>
<th>Réponses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Divertissement</td>
<td>66 (83.5%)</td>
</tr>
<tr>
<td>Obtenir des info...</td>
<td>41 (51.9%)</td>
</tr>
<tr>
<td>Echanger avec...</td>
<td>22 (27.8%)</td>
</tr>
<tr>
<td>Suivre des mar...</td>
<td>22 (27.8%)</td>
</tr>
<tr>
<td>Trouver de l'ins...</td>
<td>11 (13.9%)</td>
</tr>
<tr>
<td>Promotion de m...</td>
<td>1 (1.3%)</td>
</tr>
<tr>
<td>Postuler à des e...</td>
<td>1 (1.3%)</td>
</tr>
<tr>
<td>Développer ma...</td>
<td>1 (1.3%)</td>
</tr>
<tr>
<td>Echanges pro...</td>
<td>1 (1.3%)</td>
</tr>
<tr>
<td>M'informer</td>
<td>1 (1.3%)</td>
</tr>
<tr>
<td>quand je m'ennui...</td>
<td>1 (1.3%)</td>
</tr>
<tr>
<td>Loisir</td>
<td>1 (1.3%)</td>
</tr>
<tr>
<td>parti politique</td>
<td>1 (1.3%)</td>
</tr>
</tbody>
</table>
Question 3

Si un événement professionnel (Séminaire, salon, conférence...) communiquant sur les réseaux sociaux, pensez-vous que cela pourrait vous inciter à y participer?

79 responses

- Oui: 78.5%
- Non: 19%
- Peut-être: 1.9%

Question 4

Quels éléments pourraient avoir un impact sur votre participation à un événement institutionnel (Séminaires, Conférences, salons...)?

77 responses

- Contenu de l'événement: 77 (100%)
- L'attachement à la thématique: 22 (28.6%)
- Des proches ont déjà participé: 42 (54.5%)
- Personnes célèbres présentes: 18 (23.4%)
- Format de l'événement: 29 (37.7%)
- Articles / Communs disponibles: 28 (36.4%)
- Offres spéciales: 22 (28.6%)
- Localisation géographique: 1 (1.3%)
Question 5

Quels réseaux sociaux utilisez-vous?

77 responses

<table>
<thead>
<tr>
<th>Réseau</th>
<th>Utilisateurs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>74 (96.1%)</td>
</tr>
<tr>
<td>Youtube</td>
<td>46 (59.7%)</td>
</tr>
<tr>
<td>Twitter</td>
<td>-22 (28.6%)</td>
</tr>
<tr>
<td>Instagram</td>
<td>-26 (33.8%)</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>-37 (48.1%)</td>
</tr>
<tr>
<td>Pinterest</td>
<td>-11 (14.3%)</td>
</tr>
<tr>
<td>Tumblr</td>
<td>-6 (7.8%)</td>
</tr>
<tr>
<td>Google+</td>
<td>-2 (2.6%)</td>
</tr>
<tr>
<td>Snapchat</td>
<td>-1 (1.3%)</td>
</tr>
<tr>
<td>Wechat</td>
<td>-1 (1.3%)</td>
</tr>
<tr>
<td>Viadeo, Snapchat</td>
<td>-1 (1.3%)</td>
</tr>
<tr>
<td>Snapchat</td>
<td>-1 (1.3%)</td>
</tr>
</tbody>
</table>

Question 6

A combien d’événements institutionnels avez-vous participé ces 3 dernières années? (Salon, conférence, séminaire, portes ouvertes...)

60 responses

- 1 seul: 25%
- Entre 2 et 4: 15%
- Entre 4 et 8: 51.7%
- Plus de 8: 25%
- Aucun: 0%
Question 7

Quel(s) type(s) d'événement(s) était(en)t-ce?

58 responses

<table>
<thead>
<tr>
<th>Type</th>
<th>Nombre</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conférence</td>
<td>40</td>
<td>69%</td>
</tr>
<tr>
<td>Séminaire</td>
<td>38</td>
<td>65.5%</td>
</tr>
<tr>
<td>Salons</td>
<td>19</td>
<td>32.8%</td>
</tr>
<tr>
<td>Exposition</td>
<td>34</td>
<td>58.6%</td>
</tr>
<tr>
<td>Congrès</td>
<td>-12</td>
<td>20.7%</td>
</tr>
<tr>
<td>Portes ouvertes</td>
<td>-21</td>
<td>38.2%</td>
</tr>
<tr>
<td>Il faudrait définir...</td>
<td>1</td>
<td>1.7%</td>
</tr>
<tr>
<td>Concerts</td>
<td>1</td>
<td>1.7%</td>
</tr>
</tbody>
</table>

Question 8

AVANT un événement professionnel (Séminaire, Conférences, salons...), que voudriez-vous trouver sur les réseaux sociaux à propos de celui-ci?

77 responses

<table>
<thead>
<tr>
<th>Informations de...</th>
<th>74</th>
<th>96.1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liste des partic...</td>
<td>30</td>
<td>39%</td>
</tr>
<tr>
<td>Programmes, an...</td>
<td>56</td>
<td>72.5%</td>
</tr>
<tr>
<td>Les coulisses d...</td>
<td>-13</td>
<td>16.9%</td>
</tr>
<tr>
<td>Offres spéciale...</td>
<td>-28</td>
<td>36.4%</td>
</tr>
<tr>
<td>Teaser / bann...</td>
<td>-34</td>
<td>44.2%</td>
</tr>
</tbody>
</table>

Question 9

PENDANT un événement professionnel, que vou...
Question 10

APRÈS un événement (Séminaire, Conférences, salons...), que voudriez-vous trouver sur les médias sociaux?

77 responses

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statistiques (nc...)</td>
<td>48 (62.3%)</td>
</tr>
<tr>
<td>Retombées méd...</td>
<td>38 (49.4%)</td>
</tr>
<tr>
<td>Remerciements...</td>
<td>41 (53.2%)</td>
</tr>
<tr>
<td>Un &quot;After Movie&quot;</td>
<td>33 (42.9%)</td>
</tr>
<tr>
<td>Rien de spécial</td>
<td>1 (1.3%)</td>
</tr>
<tr>
<td>Photos</td>
<td>1 (1.3%)</td>
</tr>
</tbody>
</table>

Question 11

Toujours APRES l'événement (Séminaire, Conférences, salons...), supprimez-vous vos abonnements/likes aux pages des réseaux sociaux de l'événement?

77 responses

- Oui: 55.8%
- Non: 37.7%
- Cela dépend des marques: 6.5%
Pour vous, qu'est-ce qui pourrait être amélioré dans la communication événementielle sur les réseaux sociaux?

29 réponses

<table>
<thead>
<tr>
<th>Idk</th>
</tr>
</thead>
<tbody>
<tr>
<td>La précision : horaires, déroulement</td>
</tr>
<tr>
<td>Le transfert d'informations en direct</td>
</tr>
<tr>
<td>Plus d'interactivité entre les participants et les marques</td>
</tr>
<tr>
<td>Manque de centralisation / liste complète d'événements</td>
</tr>
<tr>
<td>Mots clés, intégration avec d'autres outils pour mieux visualiser les programmes, ajouter facilement aux calendriers</td>
</tr>
<tr>
<td>La pertinence des messages, au-delà du simple Save The Date.</td>
</tr>
<tr>
<td>Les contenus vidéos ou photos</td>
</tr>
<tr>
<td>Le ciblage. Quand j'entends parler d'événement c'est souvent par le biais de participant qui froid mon fils d'actualité / timeline au moment où ça se passe.</td>
</tr>
<tr>
<td>Obliger les potentiels participants par rapport aux activités qu'ils pratiquent, aiment. Exemple : je pratique le yoga et j'ai étonnamment peu de proposition de participation d'événements liés à cette activité sur les réseaux sociaux</td>
</tr>
<tr>
<td>Pendant l'événement, le contenu n'est pas assez filtré.</td>
</tr>
<tr>
<td>Les visuels sont souvent dégueulooooosse</td>
</tr>
<tr>
<td>Soit trop de pub pour un événement avec trop de relance soit pas assez d'infos donc je dirais la « promotion adaptée »</td>
</tr>
<tr>
<td>Live chat: communiqué directement avec les organisateur et poser des questions sur l'ité événement</td>
</tr>
<tr>
<td>proposer un agenda personnalisé, on choisi des lieux préférés, des marques, des personnes avec qui on aime sortir, le genre d'événements que l'on aime etc</td>
</tr>
<tr>
<td>Plus des contenus en détails sera mieux</td>
</tr>
<tr>
<td>Promotions de l'événement. Trop ou pas assez</td>
</tr>
<tr>
<td>Rien</td>
</tr>
<tr>
<td>Rendre les événements plus attractifs</td>
</tr>
</tbody>
</table>
La possibilité de payer son entrée/billet/resa directement sur l’événement FB notamment

Que tous les participants aient pas la possibilité de poster sur la page, qu’il n’y ait pas 40 rappel de l’événement pour éviter la "sur-notification" assez relou. Le planning doit être facile d’accès, pour ne pas avoir à scrollâtre toute la page pour les identifier.

Ne sais pas

Le clarté des données

plus de fond/contenu, moins de forme/com

Infos pratiques mises à jour

la clarté de l’offre

Entrées offertes

Aucune idée!

Quel est votre âge?
79 responses

Statut professionnel, êtes vous?
79 responses