



0. Table of contents

1. Introduction : a general overview, page 2

- 1.1. What are social networks 2
- 1.2. Social network basics 4
- 1.3. Examples of marketing uses of previous social networks 8
- 1.4. Why online social networks are different 9
- 1.5. Intensive users' approach to online social networks and technologies 18
- 1.6. Why social networks matter to any organization now 20

2. Players : who and where, page 21

- 2.1. The business of social networking 21
- 2.2. The audience 22
- 2.3. What are social network services for? 27
- 2.4. What's the audience of a social network? 28
- 2.5. Who is already using social networks for business- some examples 32

3. Reasons : why you should use them, page 33

- 3.1. Why businesses use social networks - before and after Facebook 33
- 3.2. Bottom-line reasons 34
- 3.3. Examples of integration of social networking tools in marketing strategies 36
- 3.4. How to target their audience: the demographic approach - guidelines 39
- 3.5. How to use the social networking tools 41
- 3.6. Why they matter to you also if you do not want to use them 42

4. Trends : what is going to happen, page 46

- 4.1. Now 47
- 4.2. Coming soon 49



1. Introduction

"Facts do not cease to exist because they are ignored." Aldous Huxley

1.1. What are social networks

Over the last few years, "social networking" became a synonym for Internet-based websites like Facebook or Myspace.

But social networking is something more :any relationship between human beings is based on a connection between different interests, experiences, purposes.

To avoid any confusion, we will adopt a wider perspective : any technology that allow to communicate without necessarily being in the same physical place is a "social networking service" (ref 045).

For the purposes of this book:

social network	any relation between individuals
social networking service	the online version of social networks
social networking	the activities done by individuals in their social networks

Not just Internet, but also e-mail, text messages, other technologies and devices that are just starting to appear on the market (like outdoor advertisements that connects via bluetooth with people walking past them, like in the movie "Minority Report").

Since 1990s, companies and organizations used Internet as a communication tool- but mainly as a way to talk to, with limited or no interaction with their market.

And also whenever this communication was created, it was controlled by the source- "broadcast" or "pushed" to the market.

Social networking services add a further element : the technology is simpler, cheaper, faster- and anybody can use it to communicate both successes and failures in their relationships with companies and organizations, the so-called Web 2.0 (ref 062).



We will discuss the technology and terminology later, but a simple diagram showing the "cloud" of concepts around Web 2.0 (ref. 050, created by Markus Angermeier in 2005) : some of the concepts may be already familiar to you, but at the end of this book you will understand how all of them are relevant to your activity as a marketing professional.



Over the last few years, the main tool of reference for the Web 2.0 crowd became Wikipedia (<http://www.wikipedia.org>), a user-generated online encyclopedia- like it or not, it is fast becoming an alternative way to access the Web.

The success of Wikipedia is a return to the origins: you search on a specific topic, obtain a more or less accurate introduction, and then relevant links.



Moreover, if you disagree with a definition, you have a chance to contribute to the amendments- a living encyclopedia.

You can try for yourself : anytime you will see a concept in this book with words **in bold**, go on Wikipedia.org and search for those words- the resulting page or pages will be your guide to further information on the specific concept.

While originally **Yahoo** (<http://www.yahoo.com>) organized websites and links using people, as if in a library, **Google** (<http://www.google.com>) was the first to really identify meaningful automated connections between websites.

The exponential growth of Google changed the way people search : with the old Yahoo, most searches gave a list of links with relevant material, while Google created a cottage industry of organizations and companies generating links between sites and better positioning them in Google (**Search Engine Optimization**).

Facebook, **Myspace**, **Wikipedia**, **Twitter**, etc: they all revolve around group of people, a **social network**, connected with each other, by sharing one or more interests, and using the technology to overcome physical distance or time differences.

But you do not need to carry around various technological "adds-on" to your body to be in a social network.

1.2. Social network basics

Before Internet, the "social network" terminology was the reserve of social scientists, who were drawing wonderful maps with people shown as points (or "nodes", in their parlance), and connected to other people by lines (ref 044 for a more detailed and academic analysis on the dynamics of social networks in organizations and communities).

A simple definition: "A social network is a social structure made of nodes (which are generally individuals or organizations) that are tied by one or more specific types of interdependency, such as values, visions, ideas, financial exchange, friendship, kinship, dislike, conflict or trade. The resulting structures are often very complex."(ref 043, of course from Wikipedia)

The smallest social network? It can be said that an individual is a social network with only one node- that individual (but only for really self-referential people).

And any closed group is, in its essence, a social network : some of its members would still be able to "connect" members with non-members, i.e. with other formal or informal groups they belong to.



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Social Networking in The Marketing Mix -
First draft
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Also before the industrial revolution, it was next to impossible to be alone- Aristotle wrote of man as a political animal, i.e. a member of the polis, the entity that joins citizens- implying that any human being is worth existing only as a part of a larger entity.

In modern times, clubs and other organized meeting places became the obvious point of reference for social networks : and, in most cases, being part meant being co-opted inside a framework of values and communication rules, that extended beyond the specific group, as members were supposed to network socially with members of groups with the same social standing.

Until recently, real-life social networks were mainly local, except for limited restricted closed networks linked by specific cultural or social attributes, e.g. the Universities across Europe in the XIII century, or diplomats.

Therefore, the social network of a specific individual was usually overlapping mainly with the groups (s)he belonged to in the everyday activities.

From 1950s, affordable scheduled air travel allowed occasional contacts between different social networks, expanding the ranks of "bridge builders" beyond the usual professional or high-status travellers.

At least in Europe, from 1990s the growth of low-cost air travel and high-speed train connections further increased connections between people linked to different social networks, beyond the usual geographical limitation.

This further expansion allowed to create, expand, connect social networks that were not limited by the usual class- and status-conscious boundaries, as most local social networks used to be.

But while few people try to keep a single social network, more advanced social networkers expanded their "bridging" ability, as this allows the specific individual to be of a greater perceived value to the social network(s) (s)he belongs to.

And, of course, everybody could belong to different ones- friends, school, work, hobby, etc.

Why do people create social networks ? The initial motivation could be simply physical contiguity- but then, each social network revolves around common shared interests.

Also, membership in a social network delivers to its members a social status- and most social networks adopt rules and other methods to differentiate the relative social status of their members.



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Quite often, as any other closed group, it creates a specific "lingo", with one or more specific "**shibboleth**" to help identify who is a member of the social network- a shortcut toward communication.

Finally, membership in a social network is a temporary status :be it free or linked to an annual fee or other exchanges, membership could be suspended, revoked, reduced- and this is part of the normal life of any social network.

A simpler description of the relationships between a social network and its members could be derived from the traditional Chinese approach called "**Guanxi**", that implies a relationship connecting two people, affecting their "**Mianzi**", visible social status.

The concept ? Whoever opens a connection between two networks assumes the responsibility in terms of personal credibility and social status.

While this approach was customary in some groups and social networks in the past (e.g. politics), with social networking technologies it is becoming a standard approach.

A typical dynamic of social network is to expand by connecting through connections (e.g. **LinkedIn**), using an approach based on the "**six degrees of separation**".

The concept is simple : on average, you need to talk with no more than six people to contact say, Sting.

One of the first websites using this approach was **SixDegrees.Com** (ref. 055), that from late 1990s until 2001, but while real-life social networks expand more slowly, their online siblings allow anybody to move from no connections to thousands of connections in a short time.

Anyway, it is said that there are limits to the real ability to keep a social network that is more than a collection of business cards or e-mail addresses.

The larger the network, the more rules you need to set to keep it together- which generally results in really creating sub-networks linked to specific concepts and purposes.

And, as in any social issue, a theory has been built, proposed by the anthropologist Robin Dunbar, summarized by the **Dunbar's number**.



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As usual, a figure has been given to this "limit", stating that 150 is the average number of members that you can keep a social relationship with.

But, in reality, it is not uncommon to have people (both online and offline) that are able to manage a larger network- usually because their contribution to the network balances the obvious scarcity of time that they can spend in keeping the relationship with each network member.

Just think about the social network of famous actors or politicians- their visibility and status allow them to keep relatively large networks, while of course developing multiple networks with varying degrees of **cohesion (social policy)** , i.e. how often each person connected in a network is connected to the other members of the same network.

A social network gives a shared framework of reference to its members : be it values, the color of the pin they put on their lapel, the physical space where they are allowed to meet- or anything else that let members identify other members.

Most social networks have an internal social structure, like any other group : leaders, followers, early adopters, etc.

Unfortunately, most of the structured studies available are derived from either cultural anthropology or statistical studies- in both cases, the effects of the interaction with other social networks is ignored or minimized.

The main reason is simple : it is the "why" a study is done.

Cultural anthropology studies focus often on specific closed group, bound by long-term shared values or physical characteristics, usually associated to a specific territory, while statistical studies, to produce meaningful results, pre-select and "freeze" the elements of reference for the analysis.

The main difference is that social networks based on Internet or other communication technologies are virtual, and can evolve at a higher speed, sometimes creating new social networks if the original dynamics generate tensions.

Whenever using the framework of reference from social and cognitive sciences created for the XIX and XX century world, extreme care should be applied in using the lessons derived to XXI century social networks.

But real-life social networks have been often used, directly or indirectly, to influence purchasing decisions.



1.3. Examples of marketing uses of previous social networks

Philip Kotler has been long considered one of the most influential strategic business thinkers of the XX century- and the most influential figure on marketing strategies.

Therefore, few examples on the role and use of social networking, applied to both consumers and locations, derived from his "Marketing Places" book (ref. 082, pag. 48):

Role	Description
Initiator	A person who first recognizes a problem, need, or opportunity and takes some action, such as gathering information or mentioning it to others
Influencer	A person who gets involved at some stage in the decision-making process and exerts some influence on the decision
Decision maker	A person who has the authority to make the final decision or some decision along the way
Approver	A person who can approve or reverse the final decision
Buyer	A person who implements the final decision
User	A person who consumes or uses the final product or service

The social networks have long been used to expose the influencer to the information required to involve decision makers into generating a successful commercial transaction.

Since the introduction of computers, this generated other profiling and targetting activities- i.e. children as "decision makers" to influence through the addition of merchandising to consumer products (free gifts, etc), or women as the "influencer" and majority "decision maker" in the choice of buying the family car.

More relevant to our subject, Kotler quotes the classical example of Multilevel (network) marketing, introduced by Amway, whereas a company "hires" independents to influence their own social network, thanks to a commission-based scheme that incentivate buyers to become themselves influencers.

But, as suggested already in mid-1990s by Garth Hallberg (ref. 083) in his "All Consumers Are Not Created Equal", technology allowed to focus on building a treasure throve of information about the customers, to identify the key ones in terms of revenue, influence and so on.



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In most cases, online social networks, with or without a commission paid to the influencers, behave as multilevel networks, but thanks to technology they spread the information faster, while leaving a deep information trail easier and cheaper to access and manage- and differential marketing can be again used to target the key influencers or customers (offer themselves **early adopters**).

Online social networks both ease and complicate the task, as the role of "key member", or the lesser but still important role of "gate keeper" (**Gatekeeping (communication)**), i.e. filter of the information flow toward a person or group, is dynamic.

Moreover, as these roles are shared with people that maybe will never met in real life, it is quite easy that their are revoked for minor failures in communication.

1.4. Why online social networks are different

You already know a model for the XXI Century social network : a café or pub where you are a regular customer, and spend time to socialize.

The technology adds another element : any communication is filtered by the technology, and therefore most of the social rules and customs and status can be ignored- or forged.

Also online social networks that try to replicate this model using technology, like **hubbo** (target: teenagers, mainly in Asia), cannot escape this side-effect : identity online is not something to rely on- as there are many reasons why people adopt a new identity or alter/improve their own real identity.

Usually, intensive younger users are more often realistic in their claims of who they are, or what they do.

Personal status inside a technological social network is highly volatile, as any attempt to control and coerce members usually backfires- and members express their dissent by moving to another "virtual" venue and generating a negative feed- back.

In reality, also the roles are dynamic : therefore, if the communication is targetted on a specific part of the membership, it is advisable to monitor periodically the motivation of that target.

In general, a large number of "nodes" that connect an individual to his/her own personal network implies a limited strenght in the relationship with the nodes.



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While some people focus on building large social networks, and therefore act as "bridges" between networks, other could focus on a smaller social network, but with closely held relationships (e.g. academics in a specific subject), using and being used by the "bridge-builders" as links to other social networks.

Social networks: yesterday

If you are not a member of the social network, but just a casual visitor, you are not necessarily involved.

And this is a lesson that is quite often ignored in advertisement, when trying to mimic the habits or linguistic patterns of a target audience.

Try getting in a café where a 5-to-10 people usually meet: until you become a regular, you are simply ignored- or a temporary nuisance, accepted only if your status or contribution to the "regulars" is considered of any interest to the group (or one of its members- your "gate keeper").

The attempts to force into a closed group when you obviously do not share the same values or characteristics generates a negative feed-back.

This phenomenon is well known and studied in cultural anthropology, notably in the studies on immigration and naturalization, as new members of a community try to adopt the visual signs of the existing members (their language, clothing, attitudes).

As they do not have yet access to the cultural background, usually they are unable to manage the proper mix of the visual signs- and the more they try to integrate by adopting only the visible behavioural patterns, the more they are considered by the other members as "not part of the environment".

Entering the social network is more part of an adaptation and integration process, but the origin of the new members is known to all the others- and usually it takes few generations to be fully considered part of the environment.

Usually, their offsprings still adopt a mix of their values and the local values, while the second generation can become fully part of the local culture, as they have no memory of the original community.

In cases where the communities are kept separated, what is called **Clustering (demographics)**, this integration could be partial or never happen, as the new members are separated from the local community.



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Beside the people choosing to migrate and trying to integrate in the new social network(s), the availability of fast and cheap travel, along to the globalization of media and entertainment, created temporary migrants, from occasional tourists to long-term or repeat tourists.

These occasional visitors will miss the evolution in customs and lingo- re-enforcing the negative feed-back from the closed group : also after repeated visits, they will still be considered as non-members of the social network.

If they return to a specific location (e.g. same hotel, resort), they will often develop a local network- with other repeat visitors, but not with local social networks.

Still, some members could act as bridges versus the local social networks, for occasional contacts.

Social networks: today

The Internet version is different because allow anybody to join anytime, from anywhere- but the social dynamics mimic the traditional ones, as technology becomes increasingly intuitive.

Moreover- Internet is not the only way to join : new technologies integrate mobile phones and interactive digital, cable, satellite TV with Internet-based social networks, allowing also technology-neutral or technology-resistant people to join.

A statistic published in October 2008 from ABI Research states that "nearly half (46%) of those who use social networks have also visited a social network through a mobile phone. Of these, nearly 70% have visited MySpace and another 67% had visited Facebook".

This is not yet common with other social networks online- but it is only a question of time (there are plenty of administrative hurdles involved in negotiating with each telephone service provider).

But why are social networks possible now ? Two main reasons : "pervasive technology" and demographics.



1.4.1. pervasive computing

In the late 1970s and early 1980s, being connected implied being part of a small (mainly male) group of technology addicts.

Since 1980s, the constant reduction in size of computers brought us computers everywhere- an average car has currently tens of tiny computers that are more powerful than those available to corporations a couple of decades ago.

And your personal computer has more computing power than one of the computers on board of the 1980s Space Shuttle.

Moreover, additional technologies, like [RFID](#), [bluetooth](#), the [wireless network](#) added further information sources on the habits and interests of consumers.

Mobile phones, portable players, PDAs, instant messaging, e-mail: in most industrialized countries, it is becoming more and more conspicuous not who is constantly connected, but who is not.

And trends toward cheaper technologies (like Bic presenting disposable mobile phones, ref 056) will further spread access, as acquiring the technology required will require an expenditure at a level appropriate more for an impulse purchase than an investment decision.

Since few years ago, Internet changed the way new businesses can be created : you need mainly to invest time, as cheap providers of telecommunication services and free or almost free software allow to focus on the concept, instead of the technology- at least to start up. And with really limited capital investment.

Since the advent of the [pay-per-click](#) advertisement online, new additional free online services became instantly available: they target was not anymore a monthly fee, but getting "traffic".

Most of the [social networking services](#) focus on advertising how many members registered with them- to both attract further members and position themselves to potential buyers of ad space.

The basic technologies to allow anybody to access social networking services anytime are becoming more common, also outside the G-8 countries (e.g. through the International Telecommunications Union initiative to connect all the world by 2015 , "Connecting the unconnected" ref 022).



The "**Digital Divide**", i.e. the gap between the technological "have" and "have not" is closing : Lesotho added in 2007 the ADSL services, and the price paid to connect is reducing everywhere.

After the **Hotspot (Wi-Fi)** delivered as a paid service, local authorities all around Europe are following the European Commission initiatives to ease access to the technologies, and adding free or almost free access to Internet, usually linked to community network rules- e.g. by asking to share the free access with neighbours.

The real "Digital Divide" is therefore becoming generational : while the technologies of the Internet age are easier to use, they require a specific mindset- and that is the source of both new opportunities and increased risks.

Different classification schemes have been adopted.

The most commonly used is based on demographic references, the **Generations (book)** approach, that is mainly originating in USA, and linked to their past history.

The table shows various classifications : but it has to be considered that, as any classification, should be used only as a reference to communicate, not as a way of identifying target niches.

Timeframe	Source	Description
1961-1981	Strauss and Howe Copland	13th Generation: the 13th from the Independence Generation X
1982-2001		Millennial Generation Generation Y
2001-		Generation Z
No reference	Prensky (ref. 066)	Digital Natives : used to technology, multitasker Digital Immigrant : adopters of technology, use-as-needed
1990-	Palfrey and Gasser (ref. 067)	Born Digital : used to pervasive technology, wikipedia-based learning

While a seemingly precise timeframe could be of interest in some cases, from a business perspective it is more relevant to consider the actual approach to technologies adopted by different demographic group.



1.4.2. Intensive users

This group is generally identified with the Digital Natives / Generation Y-Z / Born Digital- but could include other people that, by necessity or choice, interact with them frequently and adopt their communication and technology usage patterns.

They are starting to enter purchase decision making position or influence in organizations.

Usually, they do not go online- they are online: and not in one single channel, in multiple channels.

It is not unusual for them to initiate a conversation inside an instant messaging system, like messenger, publish ("post") some comment during the conversation in one of the online social networks where they have more friends, send an e-mail message to somebody else- all during the same conversation.

And they "talk"- first **instant messaging** systems (i.e. used for short, mainly text- and **emoticon**-based messages), then all the other social networking services allowed users to add one-line updates on what they are doing.

Originally widespread in Europe via text messaging/SMS, that focuses on one-to-one communication, this approach on instant information has been spread on the Internet mainly by a system called **twitter**- so well that now it is common between online social networkers to talk about "twittering", i.e. broadcasting to all your "subscribers" information about your feelings, actions, instant reactions.

New services, like Aka-Aki in Germany (see ref. 004) integrate different technologies (bluetooth, mobile, social networking) to create new communication dynamics, e.g. allowing people linked in the same online social network service to know when they are physically close- thank to their bluetooth-enabled mobile phones.

As shown by the huge increase in text messages and other low-priced communication services on mobile phones, these consumers are focused on short but highly frequent communications.

Finally, they complain about privacy violations, like the recurring activities of Facebook Beacon (see ref. 036, 037, 038), that sends information about users' actions to other users.

But they are relatively more open and frank in their communication online, and "twitter" about the finest details of their life, as they assume that most of what write will either disappear or anyway they have no way to control it.



1.4.3. Occasional users

This group is generally identified with the **Digital Immigrants / Generation X**.

They are positively influenced by **Generation Y** members, and in some cases mimicking their pervasive use of social networking tools.

The main difference is that they use the online systems mainly as a mean to an end, and usually focus on a specific channel at a time.

Moreover, while the "intensive users" are seemingly everywhere, they tend to focus their presence online to "sessions", i.e. a length of time when they are online.

Occasional users have also to compare themselves with younger and seemingly more technology-savvy youngsters- and often try not just to use the new communication channels, but to learn how to use properly- thereby limiting the number of channels that they use.

Except in few cases, intensive users have a balanced integration inside their lifestyle of the new communication tools, as they are part of the normal life, including social networking services.

Instead, the occasional users sometimes develop extreme dependency, extending their sessions, and adopting online behaviours that they would not tolerate in normal life.

A recent example was (ref 016) a married man, who married online another woman, and almost generated a real-life divorce.

While most younger intensive users adopt online their real identity with just some variations, it is more frequent between older and occasional users to adopt a different identity- in some reports, it is said that men are five time more likely to use a different name or sex online.

Another interesting dynamics is that older people (generally- who could be grandparents of the intensive users) that approach the social networking services or new media are closer in behaviour to their grandchildren than to their children.

They see the Internet and the social networking services as a way to overcome reduced mobility, and as mean to verify information about products, services- without trying to understand the technology underlying the new communication channels.



1.4.4. The new entertainment mix

It is worth the effort? The 2007 report on the World Information Society (ref. 021) shows that interesting demographics, as the upper-middle to high-income users represent 79.2% of broadband users and 67.5% of the overall Internet users.

The market size ? A recent statistics from Internet World Stats (June 2008, ref. 054) on the 27 EU members and candidates shows that Europeans, while representing just 7.3% of the World population, represent 20% of the usage world-wide, with a penetration of 59.9% and a growth rate of 210.4%, for a total of over 292 million users.

Digital broadcast TV was probably top-of-the-heap technology when planned, but the current widespread use of Internet-based entertainment reduced its viability as a business initiative.

By influence from both the media hype and the younger generations, older generations started looking to the Internet and other new media technology as part of their daily entertainment/information diet.

While free downloading of movies and music remains an activity for the intensive users, more over-30 users are turning toward Internet for their entertainment- and away from free-to-air, cable, and digital TV.

A recent study on MMORPG ([Massive Multiplayer Online Role Playing Games](#), ref. 017) compared the number of hours spent on TV and online by users, and obtained an average result of 7.7 hours per week spent watching TV vs. 21 hours online.

These online videogames allow people to play with and against other people- increasing the socialization with people that share common interests.

And being online so often, they don't just play the game- they "talk" on other subjects, exchange information and advice, etc.

Also Sony (ref 012) understood that they classical, stand-alone videogame console is dying, and further integrated [Skype](#) (Internet-based telephony services) and connectivity into the new Playstation Portable.

While this could create interesting opportunities for advertisement, usually an advertisement that is embedded in the storyline (a functional product placement) is accepted, but explicit advertisement is frowned upon.



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An interesting experiment was set in former Soviet Union countries, creating multiple social networking services fully integrated with mobile services and micro-payments (e.g. www.frype.com), with teenagers using SMS to pay for additional services, play games, communicate.

There are some side-effects, like the recent report that nearly half of the Britons suffer from "discomgoogolation" (see ref. 006), i.e. are so addicted to Google and Internet, that they feel increased levels of anxiety when not connected.

While this and other reports of increased dependency describe real issues, unfortunately most technology-oriented polls suffer from an advanced case of the **Hawthorne effect**- the phrasing of questionnaires and method used to test the sample influence the sample.

As in the original Hawthorne experiments, the attention and the focus on showing to be more advanced in technology produces inflated results.

In December 2007 a study from a market research company (ref. 011) Zenith forecast that by 2010 Internet advertising is expected to overtake magazines.

And a September 2008 report from Nielsen (ref. 027) stated that the newspapers websites increased the unique visitors to their pages ; the data provided from Editor&Publisher for August 2008 range from 52% increase (to 19,862,000) for the New York Post, to 51% (to 7,637,000) for the Wall Street Journal, with lower figures for other newspapers (e.g. 25% Washington Post and 9% USA Today).

Currently, most advertisement online still follows the old newspaper model: placed in fixed spots on the screen as if it were a printed page.

As the visibility of advertisement on the Internet is easier to meter than on other media, recent studies shown in the e-commerce convention in Paris focused on studying the best placement inside the online framework.

The viewing patterns of an online user depend on the purpose of being online- and most online advertisement is positioned outside the actual area viewed by most users : an unofficial figure given at the convention was that well over 50% of the online advertisement was "sight unseen"- just clutter on the page.

Therefore, while more frequent use (e.g. all the information websites) and repeat (e.g. all the social networking services online) create interesting opportunities for marketing initiatives, a new model of advertisement will need to be used, to integrate the advertisement with the content.



1.5. Intensive users' approach to online social networks and technologies

As noted above, technology is part of everyday life for intensive users.

Moreover, each new technology, be it **twitter** or a new service allowing to use the camera in your new mobile phone to, say, check product information while shopping in supermarkets (available in Japan), is immediately tested by someone in the social network.

And because physical contiguity is not needed, quite often somebody in the social network acts as a "bridge", with the right skills and knowledge to properly understand the new item, integrate it into her/his normal routine, and spread the feed-back.

But any new product or service that comes with strings attached quickly backfires : the negative feed-back spreads even faster and wider than the positive suggestion (see ref O60), as it will act mainly as an alert to the other members that somebody that they trust discourages its use.

While pre-Internet word-of-mouth took time, modern social networkers have different, fast tools to spread the message, as shown in this table.

<i>if you want to</i>	<i>use</i>	<i>audience</i>
share instant feed-back	twitter -like short messages shown to your network, via a Messenger or Facebook or Myspace and similar (it is the "status")	people in your network
	instant messaging (any kind of Messenger), SMS	mainly one-to-one
give your feed-back	e-mail	people in your e-mail address
	blog, forums, websites (including gaming environments), youtube	anybody visiting

Of course, additional technologies are available- but this generic categorization represents the ones available to anyone used to technology- and not just the technology-oriented.

Instead, younger intensive users (Generation Y, Digital Natives, Born Digital, etc), use technology to communicate- and they are used to check online with their network before making any choice.



1.6. Why social networks matter to any organization now

A recent study in social media (ref. 035) published in the US by Cone showed that most people going online assumed that a company should be present in the social networking.

The reasons given?

43%	Solve consumer problems
41%	Solicit feedback
37%	Develop new ways to interact with a brand
25%	Marketing

Guy Kawasaki (formerly at Apple, and whose blog was in Summer 2008 no 88 in the World), in April 2008 made an interview (ref. 030) with the authors of Groundswell, on "The Impact of Social Technologies on Sales, Support, Marketing, and Branding".

While companies like to control the spin, the way blogging works is that users are listened to- you can invest in blogging, but, as the authors say, few corporate blogs are anywhere close to being interesting.

But while older people use technology mainly as a tool to an end, e.g. to check for information on new product or services, newer generations are spreading to them the habit of being online, having no privacy, sharing instant unfiltered feed-back on anything.

Also if an organization does not set up or proactively go on social networks, its employees, customers, and other stakeholders are and will do.

Groundswell authors suggest an approach based on monitoring first, to identify the best options and strategy, and then choosing the way to listen and participate.

But they recognize that a "wait-and-see" approach has to be tailored to your audience : if your customers are retirees, they are probably used to an older, more balanced way of spreading information, and it could be easier to tailor your communication toward them.

When focusing on the open market, or with a target predominantly focused on younger intensive technology users, you have also to consider that age, social status, class often do not matter as much as in real-life social networks.



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Once a user is inside an online social network, eventually all the other members will communicate with him/her often ignoring social and demographic differences- and this applies more to trans-national social networking environments, where the common language is basic English.

Therefore, the shared frustration on a supplier from a teen-ager carries as much weight and impact as the well thought feed-back from a senior manager.

Moreover- if you do not go online, probably your competitors will, as the new battleground for trademarks and branding is online: " in a French court ruling in 2005, Google was enjoined from allowing others to buy as a keyword the trademark brand of a French luxury goods maker, Louis Vuitton. For countries other than the United States, Canada, the United Kingdom and Ireland, Google has a trademark complaint system, so holders can generally prevent their brands from being purchased as keywords by others. " (see ref. 020)

As noted by Guy Kawasaki in the interview, some companies (including Apple) try to keep the genie in the bottle, by forbidding their employees from blogging- but probably they will be as successful as the the university professors quoted by "Born Digital" (ref 067) co-author John Palfrey in October 2008, who try to ignore Wikipedia.

"Facts do not cease to exist because they are ignored." Aldous Huxley



2. Players

2.1. The business of social networking

Social network services are mainly based on a free-service model: the basic services are available to everyone, and the company beyond the services generate revenue through advertisement and, more recently, **micropayments**, that are used to pay for additional services.

While the Internet-based social networks are associated with names like Facebook and Myspace, their origin is from the first days of non-academic access to the **Internet**, in 1990s, when Tim Berners-Lee invented the Web (**World Wide Web**) to allow sharing connection between research material; the new approach to communication allowed anybody to share information online, without the need to be technologically-savvy.

Geocities started offering in early 1990s a model that was quite popular, by allowing people to create a personal page in a "virtual neighborhood", and allowing users to add their own material; it was bought in 1998 by Yahoo.

Yahoo started losing membership, as the company applied policies that were conflicting with the previous self-managed community model- a common fate.

Currently more social network services are created every few months trying to replicate the successes of Facebook or Myspace, but almost all share some common characteristics:

membership	open to anybody, except for "niche" communities, where an invitation is required (but, having million of users, the invitation is not really an issue anymore)
Web 2.0 services	users can post their own notes and " blog ", pictures, movies, and comment on content added online by other users
pricing	free, while increasingly larger social network services are adding micropayments for games, photo album space, and other additional services
advertisement	with the notable exception of Facebook (that allows the creators of additional applications to keep the advertisement revenue), and Squidoo (that allows to keep or share the advertisement revenue), usually the advertisement positioning and revenue is managed by the social network service
cross-media	most social network services are trying to integrate the web with at least mobiles



2.2. The audience

2.2.1. Current numbers

After [News Corporation](#) bought [Myspace.com](#), and [Microsoft](#) invested in [Facebook](#), some of them are now part of well-heeled marketing and financial strategies.

Before, social network services had only one number that they could show: the millions of users registered.

Name (alphabetical)	Registered users	Regional coverage
Bebo	40,000,000	US, UK, Ireland, NZ and the Pacific Islands
Classmates.Com	50,000,000	US: school, college, work and the military
Facebook	124,000,000	World-wide
Flixster	63,000,000	Movies
Flickr	does not disclose	Photo-sharing
Friendster	80,000,000	World-wide, mainly in Asia
Habbo	100,000,000	World-wide, divided in 31 communities
Hi5	80,000,000	World-wide
MySpace	246,351,193	World-wide
Netlog	36,000,000	World-wide
Orkut	67,000,000	World-wide, mainly Southern America and India
Reunion.com	48,000,000	Locating friends and family, keeping in touch
Tagged.com	30,000,000	World-wide
Twitter	2,200,000	Micro-blogging, RSS, updates
Window Live Spaces	120,000,000	World-wide (actually, mainly for instant messaging)
YouTube	does not disclose	World-wide



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While no shared certified statistics for all the social network services exist, these are sample figures from the [List of social networking websites](#) (ref 059) available on Wikipedia- being a public source that can be updated by anyone, unreliable figures are usually weeded out by the community.

Except for few social network services that have an impact wider than their membership (e.g. Flickr, Twitter, YouTube), only the one with a reported membership of over 30 million have been included in this selection.

Being a registered user does not imply being an active user.

Moreover, intensive users are often members of half a dozen or more communities, usually each one for a specific purpose or social network (e.g. school, shared interest, photoblogging).

Anyway, the numbers reported for social network membership are staggering, if you consider the International Telecommunication Union statistics (ref 021) on the income levels of the average Internet user, stating that over half have an upper-middle or higher income.

A new trend in social network services is to create "niche" communities.

One of the most successful ones was [LinkedIn](#), focused on business networking (originally mainly IT and Marketing), but some new addition include a social network for toddlers (of course, with material posted by their Internet-obsessed parents) and one for fathers (see ref. 005), along with the communities for specific national, professional, or academic communities.

And, as noted in a previous section, technological and demographic trends increased the audience and frequent users of these new systems.

2.2.2. Growth and retention rate

Reuters interviewed in September 2008 (ref. 041) Bill Tancer, the author of "Click: What Millions of People are Doing Online and Why It Matters", who said that " the hottest Internet searches now are for social networking sites".

Social networking is currently generating more traffic without the need to attract further users- but, having gained momentum



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Users themselves are actually creating the growth, by attracting further users in their own personal social network, sometimes (for intensive users) by inviting each other in their favourite community.

A self-sustained audience growth is certainly interesting, and word-of-mouth has been the most efficient way to grow a social network- both online and in a traditional way.

But a word-of-mouth audience is not captive: a mis-management of services, e.g. by violating the privacy of users to sell their data, or adding new hidden fees, generates a much faster backlash.

When users have no financial commitment to the service and switching suppliers means clicking few buttons.

As an example, [Stage6](#), a video sharing social network set up by the company [DivX](#), allowed to share high-quality videos online- and added typical Web 2.0 features as a personal homepage, blog, messaging, personal photo and video galleries, bookmarks, friends' list.

When it was closed in February 2008, users were invited to join another service- but, instead, the community spawned tens if not hundreds of new communities- thereby removing any potential value in the community database: social networking services manage the most volatile of commodities- goodwill from the community members.

2.2.3. Advertisement

Google enjoys a dominant position on the Internet advertising market: it is almost a standard, and by using everywhere the same standardized approach, allow an easier task in media and campaign planning

Few sites have their own advertisement agreements, and also major players mix their own advertisement with Google advertisement, as this allow them to reach potential ad buyers that would never contact them directly ; and Google provides quite sophisticated tools to pinpoint the effective use of advertisement money, via its [Google Analytics](#).

Google delivered (ref. 068) a 13% surge in fourth-quarter profits for 2007, to \$1.2bn, with the number of "paid clicks" on advertisements up by 30% year on year. For the whole of 2007, its profits were up 40% to \$4.2bn.



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Despite the market negative response (because used to have Google beating any forecast), it is quite a progression, if you consider that (ref. 069) the revenue was \$805.9 million for the quarter ended 30th September 2004, up 105% over the previous year.

But advertisement expenditure is still focused on a media mix that underestimates the Internet, that since the introduction of broadband and ADSL services is representing an increasing part of the entertainment diet.

Also Internet advertisement has been suffering from the financial crisis of Summer 2008, as reported by Nielsen Online in September 2008 (ref. 072), but entertainment, automotive, and consumer goods compensated the contraction in image-based advertising. The financial services firms spent 27% less on display advertising in the first half of 2008 (ref. 075).

As noted in a IAB/Price Waterhouse study published in October 2008, "Due to the unique efficiency and effectiveness of targeted and measurable campaigns, Internet advertising has shown strong growth in the first six months of 2008, compared to the same time period last year. This growth has come in spite of an environment that has put significant pressure on the advertising industry in general." (ref. 074).

Nielsen Online in August 2008 (ref. 071) reported that while Internet access via mobile in US and Europe is still mainly focused on information, a new trend is coming from **BRIC** countries (Brazil Russia India China), where the growth in mobile and mobile Internet services is driven by entertainment.

The reason for the difference? BRIC countries added services recently- and the new mobile phone network came with high-speed data capabilities, allowing them to leapfrog the cable laying phase- and to faster bridge the digital divide.

Still today, as noted in issue 16.04 of **Wired (magazine)**: "one social networking metric is distinctly underwhelming: the one with a dollar sign. Lookery, an ad network specializing in social media, offers display ads on MySpace,

Facebook, and Bebo for only 13 cents per thousand times the ad is served (CPM); Yahoo's average CPM is estimated at \$13. Video ads on MySpace reportedly fetch just \$25 per thousand showings; CBS charges \$50 on affiliated sites, NBC as much as \$75. "

But niche-oriented networks, like LinkedIn, can command a CPM of \$75- closer to the value of TV networks.



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2.2.4. Targeting social networkers

Steve Rubel from Advertising Age (ref. 070) noted in September 2008 that there is still a missing link in social networks: monetization.

Recently Facebook has been again under fire for its **Facebook Beacon**, launched in November 2007, and some technical glitches with the privacy management created concern within the community.

The concept is to extend word-of-mouth to the XXI century, and using the throve of information available on Facebook users' activities to inform their friends, and target advertisement to users' friends, e.g. suggesting other users to buy the same items that had just been bought on a e-commerce website (e.g. books, DVDs) from one of their friends.

The technology has still some legal and technical issues to be solved, but it is promising, as it will allow to target advertisement through the social network of each user.

Furthermore, **YouTube** is widely used as a **viral marketing** platform, allowing companies also to carry out low-cost market test on ads before deciding which ones could be used with the traditional media outlets, and to validated new product concept or ideas.

But, as noted in the introduction, the expected contraction of marketing budgets (ref. 010, 011) allows to consider the attractiveness of the lower cost of Internet vs other channels.

As Facebook, Myspace and the others are trying to generate revenue, probably they will start improving the use of their databases and design new and improved approaches to integrate advertisement within the social network, increasing the efficacy beyond the **pay-per-view** or **pay-per-click** models.

Google AdSense included until June 2008 alternative models such as **pay-per-lead** (also called CPA, **cost per action**), allowing advertisers to focus on specific action required by the users, allowing in some cases to actually pay per each acquisition generated by an advertisement (cost per acquisition) .

Other social network services, like eBay (calling it AdContext), added or are considering adding this and other models that will allow advertisers to assess the response of an Internet advertisement better than with any other media.



2.3. What are social network services for?

Most social networks online were build around a specific activity and technology, and while there are too many to list, we selected the most famous and visible (at least in terms of media hype).

<i>if your target is</i>	<i>We suggest</i>	<i>Main use</i>
students or other communities via events, fan groups, grassroots activities	Facebook.Com	personal pages, videos and photos, commentary, groups, events
media and music fans	MySpace.Com	personal pages, videos and photos, commentary, groups, events
pro-amateur photo sharing enthusiasts	Flickr.Com	photo album sharing
delivering a viral marketing or market-test concepts	YouTube.Com	video sharing and comment
inform on specific products or services, and "spin control" information about your corporate customers	Wikipedia	user-generated encyclopedia
deliver instant updates to a pre-selected group of customers	Twitter	user-generated instant-messaging, available by free subscription
sell items or attract media attention (e.g. by selling a country, as done in late Summer 2008 for Iceland after it went almost-bankrupt)	eBay	auctioning off your surplus possessions

The list is a selection- before doing anything on any of this networks, we suggest that you visit the system you focus on, observe what is online, and, more important, observe the feed-back on activities carried out by other advertisers.

Moreover, the growth rate is contracting, and the leading social network services are trying to "poach" each other audience, e.g. with Facebook adding music.

Social networking online leaves no time for spin control: if your campaign or commercial activities are considered offensive or excessive, the retribution from the members will be swift- and long lasting.

As most information posted online never disappears, generating a negative feed-back today could result in somebody giving it a new life six months from now, after (s)he will find it by searching, and will send it to a new personal network of contacts.

SecondLife was the darling of media, through a well, managed campaign, and attracted sizeable budgets, from companies that created "virtual offices" in the system- in reality, just thanks to an unmetered audience.



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2.4. What's the audience of a social network?

2.4.1. why the number of members is not relevant

The value of Internet membership and user statistics has been much disputed, as noted also by the Internet Systems Consortium (see ref. 048) : "In summary, it is not possible to determine the exact size of the Internet, where hosts are located, or how many users there are."

Most social networks show membership numbering in millions or tens of millions, with few over 100,000,000 registered users.

But to make a comparison- it is less reliable than counting the number of portable radio sold to decide how many radio listeners are there.

As social network services use for advertisement is still relatively recent (e.g. Myspace was founded in 2003, Facebook in 2004) models and significant statistics and metering approaches are still being defined.

The same metering and rating agencies operating on TV and Radio are started few years ago to focus on social networking activities, also if analyze the Internet industry since at least late 1990s.

2.4.2. what to look for: the measures suggested by the major social networks

The main measure proposed? The number of registered users. Or number of videos and items posted. Or other measures that do not give any feed-back on the frequency and intensity of use of the social network service by its members.

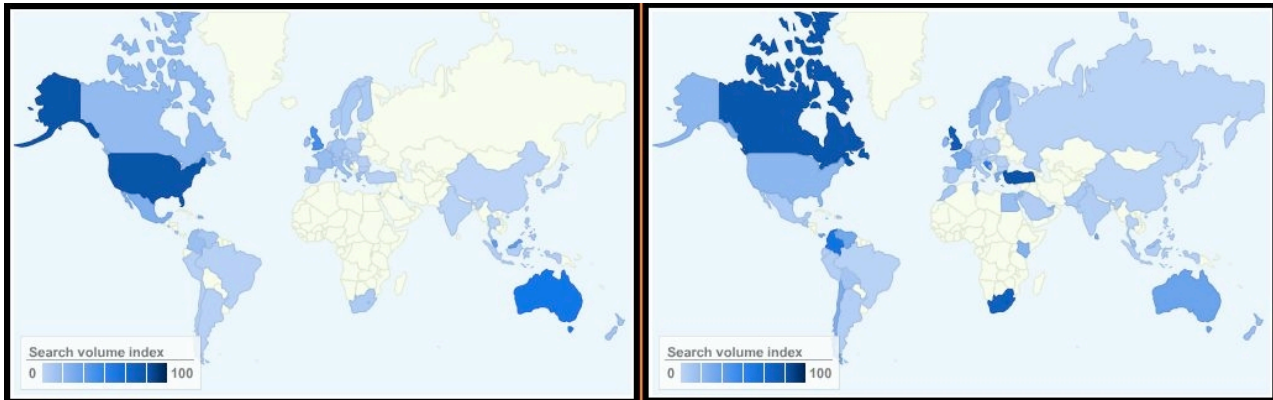
But as will discussed in the next section, different demographic groups use social networks in fairly different ways, sometimes with overlapping membership in multiple social network services.

An interesting approach has been proposed by the Pingdom (ref. 073) blog in August 2008, using Google to search for the frequency of request of a specific term in a specific territory.

And, obviously, they used as a search term the name of each social network (they selected 12).



As an example, these are the maps for Myspace and Facebook :



Myspace

Facebook

While traditional media mainly focus on a territorial or national market (except for satellite TV), Internet-based and, increasingly, mobile-based services ignore completely the market and national boundaries, using basic English as a lingua franca to communicate with people that may or may not be in the same territory.

Identity, location, gender, age, profession, etc- these are information that should be always considered in social networking activities as an indication, not as a reality.

The safest approach suggested is to combine the International Telecommunication Union (see ref. 021) data on telecommunication and Internet availability, with the data from Internet World Stats (see ref. 054), to get a general idea of the demographic spread of use of technologies.



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2.4.3. a generic profiling of social networking tools users

Intensive users

Typically younger- in this case, called also "Digital Natives" or "Generation Y"- are everywhere they friends are, eventually creating "clusters" in one or more social network services, e.g. having a page on MySpace where their favourite musicians have a page, another one on Facebook, where maybe they school has a group, and maybe few others around, in social networks where other of their real-world share information.

To all this, add e-mail (multiple addresses are common), blogs, instant messaging (e.g. Yahoo, Google, Messenger- or all of them), and a multi-tasking approach, with a really short attention span (from observations, for the youngest, technology-intensive users, it is reduced to 30-60 seconds).

While they go online to join their own real-world friend, intensive users are often more lax in their definition of "friendship", and eventually they develop further online-only "friends", not necessarily with people that they know, or will ever meet.

Also, younger intensive users tend to build large sub-communities, around specific groups, and to use the social networking services (including mobiles) to continue communication with the same real-world people that they met few hours before in school or other environments.

The supposed alienation and withdrawal from real-life communication is instead more common in relatively older (mid-20s on) intensive users, as shown also by statistics on the players in MMORPGs (see ref. 017) and the real users of SecondLife (see ref. 015).

A further complexity is that intensive users include typical early adopters and influencers- i.e. at least one or more of their friends test any new gizmo of communication technology, and therefore create further sub-communities.

Younger intensive users integrate easily each new communication technology, while keeping communication rules that are the same that they adopt in real-life social networking activities.



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Occasional users

While classification have been proposed for this group, usually linked to a specific birth year reference, it is closer to reality to assume that, within any age group, there will be a segment of the population that is not interested in technology, or uses it only occasionally.

Younger users that are in this group usually have no access to all the technologies, but thanks to mobile Internet, eventually all of them will have access to Internet and social network services at their fingertips.

Beside people who refuse to use the technology, also if this implies a practical social exclusion, a larger group includes those that are interested, but are not confident that they will be able to use it properly.

This group has been called "digital immigrants", and often can be recognized by their approach to the use of social network services and other technologies.

While intensive users are typical multi-taskers, these occasional users focus on a channel at a time (e.g. if they send a text message, they do not follow the chat conversation), and use one or really few social network services, where they try to converge all their contacts.

They can sometimes be registered in multiple systems- but, eventually, one and only one is the system that they really use.

Some users between 30 and 50 year old try to adopt the communication approach of younger intensive users, but, not being used to the technology, often can be recognized by others also when they adopt a new identity or age, as they ignore most of the basic communication rules that they would use in real world contacts (see ref. 016).

Over 50 occasional users sometimes become into intensive users, but focus mainly on information services (e.g. news, internet-based radio or tv or **podcast**, search, price comparison), with limited or no presence on blogging sites, as they adopt a communication style closer to the letter-writing, including for privacy purposes.



2.5. Who is already using social networks for business- some examples

When Rupert Murdoch of News Corporation bought Myspace.Com, everybody criticized the price paid.

And then, again, when he bought The Wall Street Journal, he converted the annual subscription of the online edition into a partially free model.

Why? the power of advertising: while companies still will subscribe to WSJ, the possibility of selling packaged advertisement, i.e. WSJ plus other newspapers requires keeping added value and increasing the community, as the revenue from subscription is marginal vs. the value added for newspapers.

But other companies are using social networks services to increase the loyalty of their customers, and to obtain other benefits that will be discussed in the next section.

The common thread to being perceived as a serious player is giving some services for free, not simply using the network as an updated for of press release.

The minimal services expected are a personal profile, the possibility to comment and receive comments, and a way to differentiate yourself from the others, e.g. by giving "point" to the most frequent users or prolific writers.

Who	Where	Why
Visa	http://apps.facebook.com/visabusiness/sign_up	To target small businesses, and using the word-of-mouth approach (and credibility) from businesses to obtain additional visibility, by giving free advice and Facebook advertisement credits
Dell	http://Ideastorm.com	To receive new product ideas and improvement suggestions from customers; in October 2008: 10284 ideas promoted 694573 times, with 80187 comments
Amex	http://businessstravelconnexion.com/amex-nbta.html	To link with corporate travel, positioning Amex as the travel advisor it used to be, by offering free advice and monitoring on cost trends in airlines, hotels, etc
Volvo North America	http://www.volvotruckscommunity.com/	To reach truckers, using an open platform (ning.com), by delivering practical advice, and allowing drivers to tell and share their own story with http://www.myvolvotruckstory.com

A different approach is to create not a social network, but just a group or other aggregation element in each of the major social network services, or to join an open social network platform connected to the main players.



3. Reasons

3.1. Why businesses use social networks - before and after Facebook

Before Facebook and the other services, companies and organizations built a web portal, to integrate different internal and external websites.

The main approach was to use a website as a broadcast- in what was called **Web 1.0**, communication was one-way.

With **Web 2.0** and independent social network services, users expect to be able to participate, comment, criticize, and occasionally contribute.

The dialogue becomes bidirectional- and the response time is expected to really low.

Using a social network, online or offline, as at least a basic benefit: increased loyalty.

But until recently, it was a technological enterprise, and management was assigned not to corporate communication, but to the IT department.

Let's see an example of a different approach, that involves the European Commission.

The EU Commission every year finances hundred of millions of Euros in research and projects.

Technological and market changes imply that sometimes there is a potential overlapping between researches financed by the EU Commission: unfortunately, most project teams are disbanded after each project (or its funding) ends, and therefore the knowledge is dispersed.

The European Commission has a distinctive advantage: whoever worked on a project is usually interested in being recognized as somebody knowledgeable on the issue (s)he worked on- and maybe involved in further projects

Therefore, following an internal initiative, a project called "epractice.eu" was created, using an open source framework called **Drupal**- requiring really limited human and financial resources.



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The epractice.eu website is open to registration, and the purpose is to allow the publishing of case studies- that can then be commented by other members, and to allow members to network with other members- e.g. allowing members who apply for a project to create a team involving people who worked in similar projects, leveraging on their expertise (and avoiding to re-invent the wheel).

The interesting part of a social network is: the users generate content- and the more content is available, the more public it attracts- and social network users that receive a positive feed-back or find something interesting convert themselves into de facto promoters of the company.

Therefore, the real cost is the seeding cost, and the ongoing monitoring to ensure that the community is not strayed away by some users.

Moreover, as noted in a July 2008 report from Nielsen Mobile (ref. 076, pag. 2), as Internet via mobile becomes a leading access method for intensive users, "Mobile Internet users are 60% more likely to be open to mobile advertising than the average mobile data user".

3.2. Bottom-line reasons

This section should be considered as a checklist, to help you identify the reason why you are going to be involved with social network services.

The main difference between the Internet and other media is that once something is published, you cannot really remove it from circulation.

As an example, visit archive.org (<http://www.archive.org/web/web.php>): if you enter any domain name, you will be able to see how it was from 1996 until few months ago.

The real bottom line is: you need to know why you want to set up or became part of a social network service before you decide how.

Otherwise, you risk spending time and resources on something that will then be abandoned- leaving behind forever traces of a badly planned initiative.



The short list of business drivers contained in the table should help you in deciding what is the business case of your choice to use social network services or create your own social network online.

<i>actions</i>	monitor	viral	group	network
<i>business driver</i>				
retain existing customers	■		■	
add new customers		■	■	
enhance the brand positioning		■	■	■
generate additional revenue	■	■		■
improve time-to-market			■	■
optimize marketing costs	■	■		
leverage on trust-based marketing		■	■	■
protect your brand online	■			

You can organize plenty of actions on the Internet, but the main ones suggested for social networking activities are the four listed above:

monitor	have a team verify activities concerning your brand, e.g. by regularly using google search tools to verify blogging on your activities or brand
viral	use viral marketing (unofficial presence in social network services, ad hoc videos and commentaries in YouTube, etc)
group	create groups in the social network services attended by your target audience
network	create a private network (preferably as a sub-community in one of the major social network service or using a technology that connects networks)



3.3. Examples of integration of social networking tools in marketing strategies

The first question is : do you really need to set up your own social network service now?

The shortets answer is : only if you have a clearly identified community that has a high degree of cohesion, i.e. whose members are known to share information, advice, etc- as some car owners or fan of a TV series.

If your purpose is visibility for your brand, integrating your social network into an existing one is the best option- otherwise, you will ask your audience to split their attention between your network and the networks that they usually join.

The examples presented in this section are not to be considered successes or failures : the companies behind had a purpose, and the social networking activities were part of their choices- success is not necessarily measured in number of registered users.

3.3.1. Positioning your brand via sponsoring of worthy causes

Generation Y users have a political action model that is not played in the squares- but online, by joining groups in Facebook, voting online, doing **micropayments** to their favourite cause(s- tens of them at the same time!), etc.

As part of its brand management initiatives, American Express adopted the same approach, and created a website that allow users' contributions from card members, using social networking tools.

Target	card members
User contribution	ideas, voting, participation in the social network and board
User motivation	suggest and vote the best 25 projects to make a positive impact on the world, out of which 5 finalists will be chosen
Message	have cardmember help American Express distribute 2.5 million USD to 5 worthy projects, selected between the 25 most voted. cardmembers will be able to use social networking tools inside the community to promote their favourite projects
Site	www.membersproject.com



3.3.2. Crowdsourcing your R&D or advertisement

Over the last few years the **Open Source** paradigm (basically- creating software applications with unknown people and then let anybody who wants use it) generated the **crowdsourcing** (also known as community-based-design) approach to marketing.

In this new approach, you create a small but sizeable prize, and then use **viral marketing** and social networking tools to let the public know that you are asking people to send their ideas for a new advertisement, and that the best will be used online.

Companies like Converse, Doritos, FIAT, Mercedes used this approach: but, probably, the most famous and studied case is **Dell**, a company that exists only thanks to the Internet.

While other companies focused on having customers design their marketing campaign (e.g. Doritos 10,000 USD prize for the advertisement to be used in 2007 SuperBowl), Dell first and more recently (2008) Mercedes went a step further.

Target	customers and potential customers
User contribution	ideas, voting, participation in the social network and board, product suggestions
User motivation	influence the product development- also if you are not a customer
Message	Dell is not only the company that builds computers on-demand from a menu, it builds your computer the way you want
Site	www.ideastorm.com

Both FIAT and Dell used their own crowdsourcing via social networking to position on the market products not yet available- and then added features suggested by the community to the product.



3.3.1. Generate revenue and long-term brand-loyalty

Generation Y and Generation Z users have often a shorter attention span- and instant gratification fits well with their approach to communication.

Consumer goods companies have had repeated challenges from copycat competitors and own-brand products, as they almost never control their distribution channels.

Ferrero spends intensively on marketing first its brand, then its products, using highly visible products like Rocher, Mon Cheri, Nutella to keep the company name visible.

In keeping with the times, Ferrero introduced different freebies with its products, e.g. adding codes on the packaging that allowed to obtain free java games, mms movies, and use its websites.

Ferrero creates its own multimedia, and has a set of websites that offer games, music, merchandising- and that are linked to the packaging of products.

Target	consumers and their parents (via the consumers)
User contribution	chatting, forums
User motivation	gaming, freebies,
Message	not only consumer products, but also the values that they represent
Site	www.nutellaville.it (other communities and sites are available, e.g. www. magic-kinder.com)

Splitting the community in multiple sites seems contradicting the usual "the more the merrier" approach used by social network services- but few thousands of enthusiast users in each country could generate more real-world buzz and sales than millions of passive users.

And Ferrero reinforces the loyalty by adding multiple cross-media integration (e.g. with radio, mobile, merchandising, real-world events).



3.4. How to target their audience: the demographic approach - guidelines

3.4.1. Intensive users

The younger members of this group, the so-called "Generation Y" or "Digital Natives", due to their limited budget, started getting used to "**Flat fee**" services, first in mobile phones (e.g. the ubiquitous 500 SMS monthly package), then in the Internet.

As they grow in spending power, they are constantly looking for similar approaches in other services and products.

But their ease of integration of new technologies into their lifestyle is creating new opportunities for micro-payment based products and services, like paypal.com, or integration with SMS-based payments, as tested by local authorities around Europe, following some projects financed by the European Commission.

A side-effect of the "flat fee" attitude, is that they do not expect necessarily to pay for additional material- e.g. music or movies online.

With an exception: if they have a personal (real or online) connection with the seller offering the product and service, and the seller adopts a micro-payment or pay-as-much-as-you-want approach (see the widespread use of paypal links in personal websites and, in some Eastern European markets, the availability also to private persons of pay-by-SMS services).

Their approach to larger expenditure is usually a search online, as proved by the success of online shopping comparison websites, as kelkoo.com, and word-of-mouth verification in blogs, websites, online communities and groups.

And once they invest time into a search for a product or service, they often spread their feed-back online using the same channels.

Finally, while their online social networks are integrated with their real-life social networks, they are more open to communicating in basic English across boundaries, if they join an online community (e.g. gaming, fan group) that is trans-national.



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3.4.2. Occasional users

Usually (but not necessarily) older, often are more passive members, and their communication is focused on information.

It is more difficult to target this group, as its components often represent different approaches to technology in general, and Internet and social networking online specifically.

At the same time, as they are mainly mono-channel (few occasional users go beyond choosing one site for search, one for social networking, one for instant messaging) it is easier to profile their interests.

Internet and social networking are a complementary communication channel : they go online mainly for information search initiated by real-life contacts (e.g. direct marketing cold calling).

Occasionally, these users test different technologies or services- intensively, before abandoning it.

The best way to reach these users via social networking ? Using one the main social network in each market.

Finally, they are mainly mono-lingual : also when they become intensive users, it is quite common to see in social networks that their communication continues mainly in their mother tongue.

The best use of social networks with this group is by integrating normal non-Internet marketing material with incentives to go online, e.g. for product support, price control, etc- but adopting a simple, information-driven approach.



3.5. How to use the social networking tools

1. be a member	Wherever it makes sense in your target audience
2. do-ut-des	If you are not willing to contribute to your network (e.g. by giving information, advice, links to something your discovered, etc), piling up contacts is easy but useless
3. remember why	Do not forget why you are there. It is easy to start being online because you have been sent from your business customers, and then starting to be involved personally. And if you are not a digital native or assimilated, the risk is that you will start posting online something that you should not- or forget to count up to 10 before you twitter or change your status to vent your frustration. That's probably why companies like Apple (see ref. 030) are said to have quite a strict policy about being online
4. faking an identity is useless	Yes, website have no legal right to ask you personal information. But it is better not to share information, than to share fake one. It is not people that is going to analyze profiles- with Web 3.0 (see next table), advanced data mining and social network analysis software will cross-check information to build your online profile. Have a look at spock.com for an example of XXI century privacy
5. anything you add will stay forever	This is a safe assumption, and a corollary to XXI century privacy. Therefore, consider always the coherence of what you wrote with what you write
6. don't party crush	If you enter an online group discussion uninvited, get ready for some weird reaction. And if you are doing so on behalf of an organization and say so, get ready for a viral marketing lesson. Don't. Publish your rebuttal in your own company or group inside a social network, but adopting a communication format and tone (humour is appreciated) appropriate for the venue- a legalistic or threatening tone guarantees a constant spinning- and maybe a YouTube spoof video lambasting your organization
7. listen before you talk	Each social network and group has a communication code: join the flow, instead of fighting it.

But social networking has its own lingo- and you have better to be conversant into it. The reference is obviously Wikipedia, but with over two millions of definitions, you have to be selective.



Wikipedia buzzword	Real-life meaning
Blog	comes from "Web log", usually produced by one or more individuals, as an online open diary, visible to anybody that has access to the blog (most blogs are in open websites, visible also to visitors) ; usually text is combined with images, movies, sounds, etc
Metadata	data about data ; the most typical use : when you publish a page online, to allow search engines to better find information often a description and a list of keywords ; technically these are called meta element
OpenID	most intensive Internet users have multiple memberships : online gaming sites, Facebook, Myspace, Messenger, etc ; OpenID is a standard (supported by many social network services, including MySpace) to allow users to register in only one site, and then share the same credentials to access other sites
OpenSocial	beside the userid, creating a profile in each social network service and keeping it updated is a boring activity- OpenSocial is a shared standard, created by Google and supported by MySpace, Hi5, etc, that allow to share information across multiple networks ; Facebook created its own standard, but via Ning (see the "trends" section) you will be able to create content in one social network, and share information across, say, Myspace and Facebook
Search Engine Optimization (SEO)	Google, Yahoo, etc allow to search anything anywhere on the Web- provided that it is not protected by password or other mechanisms ; but most searches now return thousands (or more) of pages; as it is a shared belief that almost nobody checks the links after the first 20 or 30, Google unwillingly (?) created an industry, whose only purpose consists in positioning your pages at the top or near the top in searches that you think would be done by your customers or prospects ; SEO should not be considered as a target, but as a process, as, obviously, any organization will try to "optimize" the position of its pages
Viral marketing	it is currently associated mainly with Internet, but it is in essence word-of-mouth marketing, using technologies to increase the speed and reach with a geometric progression ; the most commonly used social network services to deliver viral marketing are Twitter , YouTube ; the wikipedia page contains tens of examples
Web 1.0	using Internet as a show window : you publish, the audience reads
Web 2.0	Allow users to interact and give feed-back, that is then visible to other users ; usually : you allow also users to create their own profile, list of favourite pages or links or other members, add pictures and movies
Web 3.0	a.k.a. "Semantic Web" (ref. 001), i.e. a Web where everything can be connected through its meaning, because every single item will be published with a description of its meaning attached ; which implies : you publish, and everybody else can assemble something linked to bits and pieces of what you published, to create new item- and maybe new meanings ; and Web 4.0 will add automatic agents to integrate information across Internet (as spock.com is doing now)



3.6. Why they matter to you also if you do not want to use them

You can now consider that maybe seat and wait, before adding yet another complexity to your media planning activities.

But, unfortunately, neither technology nor your audience will necessarily sit idle.

3.6.1. A 1bln USD click

Word-of-mouth in social network services can hit your company also if you are not actively involved, as discovered by United Airlines (ref. 007, 009).

Dec. 2002	Chicago Tribune publishes an article on United Airlines bankruptcy
2002-2008	readers from another company in the same group can search the article, that is visible without a dateline, while the page is dated at the search
Sunday night, Sep 7th, 2008	low traffic : a single click on the old article pushes it to the top of the "most viewed" box on The Sun-Sentinel's business page
few minutes later	an automated search from Google posts it on Google news, date Sept 6th because of the time zone difference (Google is in California)
Monday morning, Sep 8th, 2008	an employee at Income Securities Advisors, feeding Bloomberg, load the article, with the date Sep 6th 2008
market opening	traders think that it is news, and dump the stock- that loses 1bln USD before trading is halted

Some companies are considering or actively forbidding the use of blogging and other social networking tools to their employees- but, as noted in other sections, mobile phones and other devices are becoming the tool of choice.

As shown by the United Airlines case and others, the main issue is that what is online is considered "published"- also if the source is just an individual managing his own blog.

Internet-based social networks operate thru word-of-mouth: you assume that a source that is usually reliable provides you with reliable information, and act accordingly.



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3.6.2. Brands needed

In October 2008 the CEO of Google (ref. 029) said that false information thrives on the Internet : "Brands are the solution, not the problem. Brands are how you sort out the cesspool."

While he sees a contraction in the print industry, he believes that what is missing now online is quality content.

Constant quality content implies a production process that filters out low-quality, and therefore requires investment in creating consistently high-quality content that is associated with its source- branding.

Social network services currently generate traffic and visibility because before started attracting user thanks to their identity : hundreds of social network services started and closed, as the dot com startups few years before.

With the new technologies that will allow integration across different social network services, branding à la Oprah Winfrey will not command a premium cross-media, but also cross-network.

And, as illustrated in previous sections, being visible in social networking implies being willing to be of value to the social network.

Also a company could generate positive response, by adding online advice on the use of its brands, and other elements to differentiate itself from competitors.

The main difference is the timeframe : on the Internet, the response time is minutes, as shown by the United Airlines case, not days or weeks.

When unsatisfied customers can spread their frustration in minutes, active marketing requires a management approach similar to the one used in high-level politics, where the news cycle is 24/7, and wasting one day to mumble an half-hearted response can generate long-lasting damage.

As Nielsen's Peter Blackshaw wrote in his "Tell 3000" (ref. 060), one single customer could spread her/his satisfaction to ten other potential customers, but certainly will share her/his frustration in any venue available.

And with intensive users, this means that they can spread their frustration using their instant messaging tools, and then have their friends spread to their friends- with a geometric progression.



3.6.2. Managing social networking activities

As noted above, forbidding access does not imply that there will not be access-

If you search in Google "dismissal employee social networking", in October 2008 you would have found over 30,000 results.

Searching few years before, you would have found a fraction of that number.

A different issue is the use of time- but that has been managed in each company since the introduction of computers (do you remember the screen saver that pretended to be an Excel spreadsheet, hiding the game that was running behind?).

Also if you decide not set up any corporate presence in social networking, it is advisable to identify the social network services that are used by your employees and your target audience, and review if your organization or its brands are referenced.

If you have already in place this activity, it will be easier to react to a specific issue immediately, using a form of communication tailored to each social network service, presenting your company in the proper light, and avoiding or limiting the extension of any damage done.

Adding a termination clause in the contract forbidding your employees from blogging or doing other social networking activities is of limited value (but as you can see from the Google search above, employers have been winning "fair dismissal" cases related to social networking-based defamation).

Why? Because, also if you attack the specific offender, the general mood in social network services is that an individual under attack from an organization is a victim, and therefore a counter-attack could generate a backlash that could range from a constant background noise based on rumors, to a full-fledged boycott toward a specific brand.

The simplest solution is to inform ahead your employees of what is expected from them if and when they do social networking (e.g. not to talk or twitter about business-related information or events), so that they will be able to make an informed choice.

Moreover, if you explain to them what is the real meaning of privacy in social network services (none : Facebook changed it often), and that information, once posted online, is potentially searched forever (google was said to have saved also the detailed searches associated with a user or IP, for some time), they themselves will control what they do.



4. Trends

A study in 2003 from Michael Link (ref. 026) on the issues related to polling in a cell-phone era identified few items that are even more relevant for Internet Surveys:

Respondent location	as noted by the Internet Systems Consortium (ref. 048), knowing where your Internet users really are is not really that simple ; currently, Geo (marketing) services are being added to most social network services, and at least for non-mobile users it should become easier
Identify business-only	almost all the users that have more than one address or registration will, eventually, use a personal access for business purposes-and viceversa ; in Europe, the distinction between private and corporate is relevant for both privacy and financial regulations
Identify child/teen	identity online is a choice, not a reality ; except with finance-related services (like paypal), it is next to impossible to decide if a user is who (s)he claims to be ; using social network analysis software is possible, by studying the connected users and their level of mutual connections and shared material (photos, etc) obtain an approximation

This chapter assumes that you have decided that an active social networking presence could be of interest for your organization.

Companies like IBM are starting to offer software to create social network services online, but do you really need to create your own network ? Or, instead, do you need to create just your own community, wherever it is ?

Having a social network online does not necessarily imply a huge investment in software and infrastructure.

It could be the result of a properly design corporate identity guideline, some training to few interns that are intensive users, and then unleashing them to wander in social networks- more or less what did the creators of the Jack&Bill agency (ref. 013 and 014), that obtained for 150k USD a summer worth of media buzz, and a new team.



But, as discussed in previous sections, being online in social network services is not a trial : if you join the crowd, you have to plan the following phases :

Preliminary study	identify the audience and the type of presence (e.g. just some viral marketing, or a permanent presence with your own social network site)
Create buzz	before creating the site or community or group, you have to create a roster of interested would-be members : nothing is more awkward than a social network site with no member, no content, no visibility
Be visible	start the online activity- but prepare some content before, so that you will have a constant stream of content for your members, before they themselves will start generating content
Expand/contract	see if you can manage the workload associated with the social networking presence ; if not, see if you can delegate to some users the role of "forum moderator" ; or find a way of spinning-off user-based activities, while keeping under your control only activities that have a direct impact on your marketing and branding
Routine	monitor and manage the activities- this can be outsourced, once you have defined a clear and documented "corporate identity" for your social networking activities
The way out	there are few "don't" : <ol style="list-style-type: none">1. <u>do not leave a stale site online</u> : it would be as a garden with weeds2. <u>do not abruptly cancel the site</u> : prepare a "migration", to let the community find another home- the backlash could hurt your bottom line more than the cost of keeping it alive3. do not renege on promises : promise less, and keep it ; again, this will avoid long-lasting (and visible online under any Google search) "flaming (Internet)"



4.1. Now

As in most cases relating technology and Internet, you can find both proponents of the approach "every corporation needs a social network" (ref. 035) and "stop creating corporate social networks" (ref. 079).

The approach followed by Volvo North America is certainly interesting- they created a social network using an open platform, and this will allow them to connect both to MySpace and to Facebook; or you can create a sub-network of Facebook (like Visa did, ref. 018), or your own private network (like Carties, ref. 019).

After few year of market experience, Dave Allen, who originally wrote a suggested list of points on how a band should go online (ref. 024), had a go at rewriting it for the corporate environment (ref. 023)

1	run a blog to which actual company members post regular updates.
2	ensure that the blogosphere is alerted to any new and breaking news or important posts
3	offer early access to special offers and discounts for their customers loyalty
4	give away free samples of their product
5	be active in their customers online communities
6	never push unwanted messages to their customers
7	ask their customers to interact directly with their product, for example through competitions and giveaways
8	allow the sharing of their products amongst a community
9	work closely with influencers
10	embrace radical transparency. Openly discuss their problems with their customers and allow negative comments to remain on their blogs
11	have dedicated staff working on your company's online communication 24/7

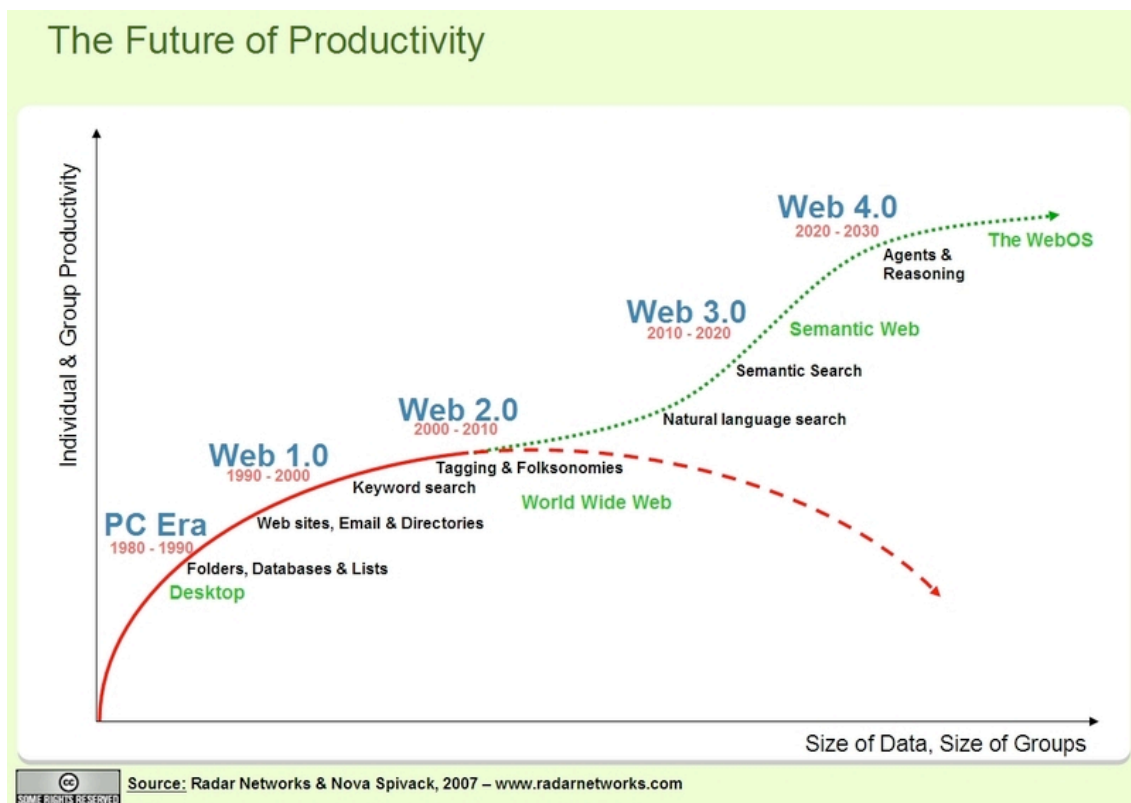
Of course, some of these points are not applicable in every industry : e.g. in intellectual property-based industries, few employees would be willing to actively participate in a blog that then generate ideas through discussions with customers- and then belongs to the company (ref. 077).



4.2. Coming soon

"The Future Is NOW" (marked at the entrance of the Hudsacker&Hudsacker building in the movie "Hudsacker proxy")

Web 2.0, Web 3.0- what's next ? A picture is worth a thousand words- and more, in this case.



IBM and BBC already signed in 2007 (ref. 046) an agreement to develop Web 3.0 technologies, starting, of course, with a video search, to allow also children to search content.

Younger users typically spend more time on YouTube than the usual forums- and the future will allow them to smoothly continue a conversation from a mobile to their desktop (if it will exist in the future).

As in TV, the new Internet and social networking technologies will allow unbundling the management of the infrastructure from the content and service and the distribution.



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Your online presence will be built use the Lego-brick approach : visit any of the current user-generated social networks online and you will see that they have just to move around with the mouse some items, without any need to actually use technology experts.

Systems like [WordPress](#) already offered few years ago the possibility to create professional-looking online blogs and mini-communities without programming : actually, without a permanent computer, as you can right now create it on the web, and then "write" using your iPhone.

With Web 3.0, the public will be able to create and distribute or syndacate content

Google's Schmidt recently said that while he sees a future for newsmagazines as a business, he is not so confident how long being a journalist would be a profession- and YouTube/mobile voluntary journalists have already made news recently, also from developing countries.

The future will be in publishing knowledge instead of information- Wikipedia is fine as an entry point, but who can really vouch for the sources ?

In the XX century Jorge Louis Borges was said to have invented some of the bibliographical references and quotes.

As noted above, marketing using social networking activities requires a faster response approach than the usual broadcast channels- and a different integration between the media.

With Web 3.0, your public will decide and filter "a priori", while with Web 4.0 they will be able to create their own search agents that will present in their social network page or blog what is news for them, and then comment and add comment.

Unless your information will be embedded in something relevant to the users, a growing share of the potential market (and probably the most affluent) will simply filter out all the marketing messages.

But if you will integrate knowledge and information, e.g. allowing users to chose to get further information directly from you, each user will be able to compose and share with others her/his own catalogue or brochure or magazine or "compilation" book or photobook, built assembling information from one or more suppliers

Probably Google's Schmidt is right- the information as a commodity will disappear, but as shown by Facebook and other social network services, that started to offer printed photobook of digital pictures posted online, it is disposable information that will probably remain only electronic.



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Social Networking in The Marketing Mix
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Social Networking in Marketing Mix - First Draft
20081017 - Supporting Material

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0. Table of contents - First Draft Delivery

1. **Content guidelines**, page 2

2. **Legend**: how to read this document, page 3

3. **Cross-check list**: itemized cross-reference updated, page 4

4. **Bibliography**: articles and book referenced, and their web links, page 12



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1. Guidelines

The first draft has been produced based on the guidelines agreed on 2008-09-25.

The bibliography has been selected by choosing mainly articles and material available online; the classification in the column at the extreme right (SOC, TECH, BUS, ADV) is only for internal purposes.

Whenever a reference was available in other languages, it has been replaced with a reference in English.

To simplify the editing process, the first draft uses extensively tables to summarize complex concepts, while introducing practical examples on how to use each concept.

As agreed on 2008-09-25, the first draft has been reduced from the original book length to a target of 30-40 pages.

To reduce the length, it has been introduced in the text a typographical device, described inside the text itself, i.e. each concept that usually would require extended examples has been summarized, and it a reference **in bold type** has been inserted in the text.

This reference can be used as a search key on www.wikipedia.org, the online reference encyclopedia that, having first been built by a social network and using the Web 2.0, is currently a de facto reference not only online.

Each search key has been verified, to confirm that the page found would actually be self-explanatory.

To simplify the text, some points of the original bullet list have been joined, while further subdivisions have been added.

A revised version of the check-list delivered on 2008-09-25 has been added, to simplify the editing process.

An Acrobat version containing the relevant keywords for each paragraph has been produced.

To further ease the editing process, a ZIP file containing the word version of each paragraph has been produced.

Each section of the document has been positioned in a folder with the same name of the position agreed on 2008-09-25 (e.g. "chapter 1 or chapter 2"), with the same filename of the paragraph.

The re-classification of the material proposed in the original "Social Networking in the Marketing Mix" concept is described in detail in the enclosed updated checklist (see next section).



2. Legend

The check-list contained in the next section is structured as a table.

Each page contains itemized lines from the "summary" document, with the following information:

- First draft: the paragraph or section numbering in the first draft issued on 2008-10-17, as some points in the original bullet list have been merged, and others added, to simplify the restructuring for the inclusion in the LwP2009 book
- Item: contains the description from the "summary" document
- Proposed: the association between the original concept and the Digital Immigrant theme
 - DI= could refer to the new theme
 - SN = associated with the general social network theme
- Choice: has been filled during the meeting on the "inventory list", to assign in which part of LwP2009 it will appear, using as a reference the list provided by Ulbe Jelluma inside the document "Life with Print 2009 Content proposal":
 1. Defining digital natives and immigrants
 2. Media consumption
 3. Media planning
 4. Marketing communications
 5. Cases
 6. Leaders
 7. Perspectives
- we agreed on 2008-09-25 the following removal/changes:
 - 3.5 will be used as a synopsis/red page "Bluff your way to social networking"
 - A.3: check if the cases won marketing or communication awards
 - A.4 and all the additional points under A.4 will not be used in LwP2009
 - B.1.1. will not be used in LwP2009
 - B1.2. I will produce a summary that will be used as a reference for trends
 - B2.1. I will produce the material, and it will be decided at a later stage how it will be introduced
 - B2.2. will not be used in LwP2009, as Ulbe Julluma will use his contacts



3. Cross-check list

First draft	Item	DI	S N	Choice
1.1.	<u>1.1. What are social networks and why the online incarnation is just another evolution</u>		X	chapter 1
1.2. Social network basics	<i>new section</i>			
1.3.	<u>1.2. Examples of marketing uses of previous social networks</u>		X	chapter 1
	1.2.1. influencing key customers		X	chapter 1
	1.2.2. identifying and targetting a decision maker in a purchasing entity		X	chapter 1
	1.2.3. product placement		X	chapter 1
1.4.	<u>1.3. Why online social networks are different</u>	X	X	chapter 1
1.4.1.	1.3.1. pervasive computing		X	chapter 1
1.4.2. Intensive users	1.3.2. Generation Y members (generally: born after 1985) are used to by constantly online, and are starting to enter purchase decision making position or influence in organizations		X	chapter 1
1.4.3. Occasional users	1.3.3. Generation X members (generally: born after 1961) are positively influenced by Generation Y members, and in some cases mimicking their pervasive use of social networking tools	X	X	chapter 1
	1.3.4. by influence, older generations started looking to the Internet and other new media technology as part of their daily entertainment/information diet	X	X	chapter 1
1.4.4. The new entertainment mix	<i>new section</i>			



First draft	Item	DI	S N	Choice
1.5. Intensive users' approach to online social networks and technologies	<u>1.4. Generation Y approach to online social networks and technologies</u>		X	chapter 1
	1.4.1. Generation Y is used to technology as part of their background, from text messages to instant messaging to online social networks and games		X	chapter 1
	1.4.2. some members of the previous generations were online as often as them- but generally it was a marginal part of the demographic group, as it required specific technical skills		X	chapter 1
	1.4.3. instead, Generation Y used technology to communicate not just in the circle of friends, but to spread the message high and wide to anybody that listens- moreover so when it is negative- and they are used to check online before making any choice, and to share information about their choices		X	chapter 1
1.6.	<u>1.5. Why social networks matter to any organization now</u>		X	chapter 1
	1.5.1. older people use technology mainly as a tool to an end	X	X	chapter 1
	1.5.2. newer generations are spreading to them the habit of being online, having no privacy, sharing instant unfiltered feed-back on anything		X	chapter 1
	1.5.3. also if an organization does not set up or proactively go on social networks, its employees, customers, and other stakeholders are and will do	X	X	chapter 1
	<u>1.6. The following sections will give an overview of:</u>		X	SEE EACH 2 3 4
	1.6.1. Players: which social networks online and associated technologies are there		X	SEE 2
	1.6.2. Reasons: highlight why social networks should be part of your marketing mix, and how other corporations are doing it		X	SEE 3
	1.6.3. Trends: both the market and the technology are evolving- what you should know before planning on this new channel	X	X	SEE 4



First draft	Item	DI	S N	Choice
2.1. The business of social networking	2.1. Purpose: position social networks (Players)		X	chapter 1
2.2. The audience	2.2. Why social networks are more visible now		X	chapter 1
2.2.1. Current numbers	2.2.1. after Rupert Murdoch News Corp. bought Myspace.com, and Microsoft invested in Facebook, some of them are now part of well-heeled marketing and financial strategies		X	chapter 1
2.2.2. Growth and retention rate	2.2.2. demographic (see introduction): a recent study of online gamers showed that Gen-X and Gen-Y users spend 21 hours a week online, vs just 7 hours watching TV		X	chapter 1
	2.2.3. social networking tools recently became the most frequent use of the Internet		X	chapter 2
2.2.3. Advertisement	2.2.4. advertisement expenditure is still focused on a media mix that underestimates the Internet	X	X	chapter 2
2.2.4. Targeting social networkers	2.2.5. a contraction of marketing budgets allows to consider the attractiveness of the lower cost of Internet vs other channels	X	X	chapter 1 or 2
2.3. What are social network services for ?	2.3. Most social networks online were build around a specific activity and technology:		X	chapter 2
	2.3.1. selection of major online social networks, with a short description of each in terms of size and target		X	chapter 2
2.4.	2.4. What's the audience of a social network?	X	X	chapter 2
2.4.1.	2.4.1. why the number of members is not relevant		X	chapter 2
2.4.2.	2.4.2. what to look for: the measures suggested by the major social networks		X	chapter 2
2.4.3.	2.4.3. a generic profiling of social networking tools users	X	X	chapter 2
2.5.	2.5. Who is already using social networks for business- some examples		X	chapter 2
	2.5.1. reference to the case studies and the "reasons" description		X	chapter 2



First draft	Item	DI	S N	Choice
3.1.	3.1. Purpose: why businesses use social networks - before and after Facebook (Reasons)		X	chapter 2 and 3
3.2.	3.2. Bottom-line reasons		X	chapter 2 and 3
	3.2.1. reference to the case studies introduction and synopsis of the reasons		X	chapter 2 and 3
3.3.	3.3. Examples of integration of social networking tools in marketing strategies		X	chapter 2 and 3
	3.3.1. reference to the case studies and other material		X	chapter 2 and 3
3.4.	3.4. How to target their audience: the demographic approach - guidelines		X	chapter 2 and 3
3.4.1. Intensive users	3.4.1. Generation Y and people mimicking their approach		X	chapter 2 and 3
3.4.2. Occasional users	3.4.2. others	X	X	chapter 2 and 3
3.5.	3.5. How to use the social networking tools		X	Bluff your way
	3.5.1. highlights of marketing techniques for online social networking tools		X	Bluff you way
3.6.	3.6. Why they matter to you also if you do not want to use them		X	chapter 2, impact
	3.6.1. how the social dynamics of online social networks impact on any organization		X	chapter 2, impact



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First draft	Item	DI	S N	Choice
4. Trends	4.1. Purpose: explain trends - going beyond facebook emulation (Trends)		X	chapter 2 or 4
4.1. Now	4.2. Trends: both the market and the technology are evolving- what you should know before planning on this new channel		X	chapter 2 or 4
	4.3. Now		X	chapter 2 or 4
	4.3.1. Why social networks are multiplying		X	chapter 2 or 4
	4.3.1.1. the largest social networks try to expand their public using their new financial muscles		X	chapter 2 or 4
	4.3.1.2. choices : either as generalists or niche-oriented		X	chapter 2 or 4
	4.3.1.3. new technologies allow to have a niche network without missing the visibility of the general network		X	chapter 2 or 4



First draft	Item	DI	S N	Choice
4.2. Coming soon	4.4. Tomorrow		X	chapter 2 or 4
	4.4.1. Technological advances		X	chapter 2 or 4
	4.4.1.1. integration across multiple media channels		X	chapter 2 or 4
	4.4.1.2. unbundling of the content from the technology		X	chapter 2 or 4
	4.4.2. Keywords: Social networks, web 2.0, web 3.0		X	chapter 2 or 4
	4.4.2.1. the public can produce and distribute content		X	chapter 2 or 4
	4.4.2.2. your content will evolve: ride the wave		X	chapter 2 or 4
	4.4.2.3. the semantic web and beyond- why it will matter		X	chapter 2 or 4
	4.4.3. The future of marketing messages		X	chapter 2 or 4
	4.4.3.1. publish knowledge instead of information		X	chapter 2 or 4
	4.4.3.2. a new timeframe for marketing initiatives		X	chapter 2 or 4
	4.4.3.3. BBC and IBM are already on board: who's next?		X	chapter 2 or 4
	4.4.4. Rethinking your online+print marketing		X	chapter 2 or 4



First draft	Item	DI	S N	Choice
see in chapter 3.2.	A.1. The rationale of the case studies: showing how social networks are and have been used by companies as part of their marketing activities		X	chapter 2 or 4
	A1.1. on the existing markets:		X	chapter 2 or 4
	A1.1.1. retain existing customers		X	chapter 2 or 4
	A1.1.2. add new customers		X	chapter 2 or 4
	A1.1.3. enhance the brand positioning		X	chapter 2 or 4
	A1.1.4. generate additional revenue		X	chapter 2 or 4
	A1.2. on new or expanded markets:		X	chapter 2 or 4
	A1.2.1. improve time-to-market		X	chapter 2 or 4
	A1.2.2. optimize the marketing costs		X	chapter 2 or 4
	A1.2.3. leverage on trust-based marketing		X	chapter 2 or 4
	A2. The targets in term of industries are products and services that could actually interest a wide range of marketing departments, from consumer to tech companies and financial institutions.		X	check awards



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	A3. Case studies:	X	X	check awards
	A3.1. financial services company - American Express	X	X	check awards
	A3.2. hi-tech consumer company - Dell	X	X	check awards
	A3.3. consumer products - Ferrero	X	X	check awards
	A4. Additional potential, but removed as could be with negative side-effects:		X	NOT TO BE USED
	A.4.1. integrating print and online marketing in XXI Century politics - US campaigns		X	NOT TO BE USED
	A4.2. why online social networks do not necessarily work in business		X	NOT TO BE USED
	A4.2.1. laundry list of failed or partially successful online social network business uses		X	NOT TO BE USED
	A4.2.2. the key questions to answer to avoid failing		X	NOT TO BE USED



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