

Modern day roles of B2B customer acquisition applications on the internet



Orttenvuori, Lauri

Laurea-ammattikorkeakoulu
Hyvinkää

Modern day roles of B2B customer acquisition applications on the internet

Lauri Orttenvuori
Liiketalouden koulutusohjelma
Opinnäytetyö
Helmikuu, 2011

Laurea-ammattikorkeakoulu
Hyvinkää
Liiketalouden koulutusohjelma
Markkinointi

Tiivistelmä

Lauri Orttenvuori

Modern day roles of B2B customer acquisition applications on the internet

Vuosi 2011 Sivumäärä 65

Opinnäytetyöni käsittelee yritysasiakashankinnan toteuttamista internetin avulla. Valitsin aiheen sillä se on tulossa yhä suuremmassa määrin ajankohtaiseksi yrityselämässä. Ne tavat joilla internettiä sovelletaan kuluttajiin tarjoavat myös mahdollisuuksia yritysasiakashankinnassa ja sen tukemisessa. Jotta yritykset pysyisivät teknologian kehityksessä mukana, on heidän osattava hyödyntää niitä etuja, joita internet omaa muihin markkinointi ja viestintävälineisiin nähden.

Työni tarkoituksena on tarjota tietoa ja ohjeistusta yrityksille eri internetin viestintätavoista, jotka tuovat lisäarvoa ja tukea yritysasiakashankintaan. Vaikka internettiin osallistuminen ja sen työkalujen hyödyntäminen on jo nykypäivänä hyvinkin yleistä, eivät yritykset välttämättä osaa täysin hyödyntää niiden tarjoamaa potentiaalia. Kenen tahansa on suhteellisen helppo lähteä soveltamaan internetin tarjoamia työkaluja, mutta niiden avulla menestyminen ja tulosten aikaansaaminen on haastavampaa.

Opinnäytetyöni tehtiin käyttäen erilaisia kirjallisia sekä internetpohjaisia lähteitä. Lisäksi haastattelin kahta henkilöä helsinkiläisestä mainostoimistosta sekä Micromedian mainososaston luovaa johtajaa.

Työni teoriaosuudessa käsitellään internetsivustojen, bannereiden, sähköpostin sekä sosiaalisen median käyttöä yritysasiakashankinnassa ja sen tukemisessa. Työni alussa käsittelem myös markkinointia yritysasiakashankinnassa yleisemmällä tasolla.

Työni tuloksena ilmenee, että internet tarjoaa yhä paljon mahdollisuuksia, joita ei Suomessa ole vielä otettu täysin käyttöön. Useat käyttämistäni lähteistä ja esimerkeistä ovat amerikkalaisesta liike-elämästä, mutta voisivat soveltua suomalaiseenkin yritysasiakashankinnan tukemiseen. Tähän voivat kuitenkin vaikuttaa myös asiakassegmentit ja yrityksen brändi.

Asiasanat: yritysasiakashankinta, internet, markkinointi, viestintä

Laurea University of Applied Sciences
 Hyvinkää
 Degree Programme in Business Management
 Marketing

Abstract

Lauri Orttenvuori

Modern day roles of B2B customer acquisition applications on the internet

Year	2011	Pages	65
------	------	-------	----

My thesis examines the implementation of customer acquisition via the internet. I chose the subject because it is becoming increasingly relevant in business life. The ways the internet is applied on consumers also offers opportunities to B2B customer acquisition and its support. In order for companies to keep up with technological development they must be able to exploit the advantages the internet is offering in comparison to other marketing or communicating instruments.

The purpose of my thesis is to provide businesses with information and guidance on various communication methods that provide the added value and support in customer acquisition. Even though the use of the internet and exploitation of its tools is very common these days, companies do not necessarily know how to fully exploit the available potential. It is relatively easy for anyone to start applying the tools the internet has to offer but gaining success and results with their help is more challenging.

My thesis was carried out with the use of literature and internet-based sources. I also interviewed two people from an advertising agency in Helsinki and Micromedia's creative director of advertising department.

The theoretical section of my thesis handles the use of websites, banners, email and social media in customer acquisition and its support. In the beginning of my work I also handle marketing in customer acquisition on a more general level.

The result of my work shows that the internet still offers many opportunities which have not yet been fully introduced in Finland. Many of the sources which I have used are from American business life but they could also be applied to support customer acquisition in Finland. However the customer segments and the company brand can also have an influence on this.

Key words: customer acquisition, internet, marketing, communication

Table of contents

1	Introduction	6
	1.1 Background of the thesis.....	6
	1.2 Objectives	6
	1.3 The research methods and sources	7
2	Business-to-business marketing in general	7
3	Internet marketing.....	9
	3.1 Business-to-business customer acquisition	10
	3.2 Business-to-business internet marketing.....	11
4	Email	11
	4.1 Rules and Legal issues	14
	4.2 Advantages and disadvantages.....	16
5	Website	17
	5.1 Interactivity	19
	5.2 Usability	20
	5.3 Execution and content	20
	5.4 Advantages and Disadvantages	22
6	Banner	22
	6.1 Effectiveness	23
	6.2 Advantages and disadvantages.....	24
7	Search engine marketing (SEM).....	26
	7.1 Google and Google Adwords.....	27
	7.2 Advertisement	28
	7.3 Measuring	29
	7.4 Optimizing	30
	7.5 Advantages and disadvantages.....	31
8	Social Media.....	32
	8.1 The POST method	33
	8.1.1 People	33
	8.1.2 Objectives.....	34
	8.1.3 Strategy	36
	8.1.4 Technology.....	36
	8.2 Social media objectives suitable for customer acquisition	38
	8.2.1 Listening.....	38
	8.2.2 Talking.....	42
	8.2.3 Energizing	45
	8.3 Blogs.....	47
	8.3.1 Starting a blog.....	51

8.3.2	How to write a blog	52
8.3.3	Writer of the blog	53
8.3.4	Most common mistakes with blogging.....	55
8.4	Advantages and disadvantages.....	56
9	Interviews	57
9.1	Micromedia´s Creative Director of advertisement department Severi Brandt	57
9.2	CEO of the advertising company.....	59
9.3	Technical expert of the advertising agency	62
10	Conclusions.....	63
References	66
	Literature.....	66
	Electronic references	66
	Other unpublished references	67

1 Introduction

1.1 Background of the thesis

The subject for my thesis was suggested by the development director Marko Mähönen of Micromedia Ltd. Other options for the subject were also discussed but I chose to write about how the internet can be used in B2B customer acquisition as it is strongly related to my specialized studies on marketing. Also I personally saw this subject as the most interesting one and I believe that its importance will only grow over time as companies will become more aware of the opportunities which the internet offers in customer acquisition.

I decided to write my thesis in English due to the fact that I just have finished my exchange studies abroad where I have improved my written English skills. I also see my thesis as an opportunity for improving my English language skills even further. Another more practical reason is that I am greatly interested in working on an international level when entering working life and I believe that writing my thesis in English language in addition to my exchange studies will assist me in achieving this goal.

What makes my thesis a current topic is that the internet is gaining more and more importance in business life including the B2B customer acquisition. The potential it offers is still not fully used by Finnish business decision makers.

1.2 Objectives

The goal of my thesis is to offer information and help especially for small and medium sized enterprises in the use of the internet on B2B customer acquisition. However in most cases customer relationships in the B2B sector are not started directly through the internet and therefore my thesis puts the emphasis on the support it offers for achieving this goal.

The subject of my thesis handles different ways which can be used to reach potential B2B customers through the internet. These include the use of emails, banners, websites and social media. I also explain the B2B e-markets. Some of these means for reaching potential customers are already widely used in B2B sector but for example social media is still considered challenging. This is why my thesis is focusing deeper on the use of social media and I have also included the chapter blogs as a separate part. I also explain about the B2B internet marketing and customer acquisition in general in the beginning of my thesis.

The thesis will explain the basic ways for reaching potential customers through the internet so that it works as assistance for those companies which are just beginning to enter the vir-

tual world. However I also go into details and offer advice for those who have already started to use these methods.

1.3 The research methods and sources

The sources which I have used in gathering information for my thesis are mostly based on literature which I have found from the university's library and different electronic sources. The online services "Google Books" and "Google Scholar" have been a great assistance and I have also used the electronic data search engine "Nelli". In addition to that I have used different websites and web articles. One source has also been interviewing professionals who have expert knowledge in the subject of my thesis. From these interviews I have gained information in general but also example cases and advices for the search of more sources.

Due to the current nature of the topic of my thesis I have avoided using relatively old sources. This applies to the sources which are strongly related on the internet but I have also used some older literature to explain about B2B sector and the differences it has in comparison to B2C sector.

2 Business-to-business marketing in general

In business-to-business (B2B) markets both the seller and buyer are companies or other organizations. What makes this different from business-to-consumer (B2C) markets is that the B2B markets have a strongly variable and un-continuing demand (Ojasalo & Ojasalo 2010, 25). There are also several other issues which make B2B marketing different from B2C marketing. Firstly the structure of the markets in B2B is geographically more focused and there are in relation less buyers on the market than in B2C. Also there are less competing sellers. (Ojasalo & Ojasalo 2010, 24.)

The products and services can be technically complex and are often customized for the buyers as in contrary to B2C where they are standardized. Also the importance of service, delivery and availability has a major role on B2B markets and only little meaning in B2C. Unlike in B2C the products and services are in most cases bought for other than personal use. (Ojasalo & Ojasalo 2010, 24.)

Buying behaviour is the biggest difference when considering B2B and B2C market's reasons for buying services or products. In B2B markets buyers are often trained experts on the matter and several different parties of their organization have influence on the decision. In B2C sector buyers are individuals and their family members and friends are the ones who might have an effect on the decisions. In B2C social and psychological motives play an important part on

the buying behaviour whether in B2B the reasons for buying are practical and related to business operations. (Ojasalo & Ojasalo 2010, 24.)

In B2B markets the technical know-how and knowing the other organization is valuable in the relations between the seller and buyer. This is because exchanging information is done on a personal level which is important for both sides when aiming to a long term business relationship. In B2C there are fewer requirements for expert knowledge and the relations tend to be on a less personal level with only little exchange of information. This encourages both sides to find other options and therefore the business relationships are often short-term. (Ojasalo & Ojasalo 2010, 24.)

Distribution channels in B2B are short and direct when in B2C they are indirect and consumers have several options where to get the same products and services. When it comes to marketing communications the focus in B2B is in personal sales work and in B2C in advertising. (Ojasalo & Ojasalo 2010, 24.)

The prices in B2B are established by either competitive bidding or through a complex buying process. In B2C there is often a listed price which is same for all. The demand in B2B is derived, strongly varying and discontinuous. It is also not flexible in short term. In B2C demand is direct, flexible and less varying. (Ojasalo & Ojasalo 2010, 24.)

There are traditionally three types of organizational markets when doing B2B business: industrial, reseller and government markets. Standard Industrial Codes (SIC) which are used in classification of companies were introduced in Europe in the year 1948. These insured consistency in classification of different organizations by activity. The codes are updated as over time new products and industries are born. (Chaffey, Ellis-Chadwick, Mayer & Johnston 2009, 650.)

At first the B2B sector was not in a hurry to get involved with web-based operations as organizations were focused on the down sides of the internet, meaning mostly possible security problems and problems with strategic vision. These days the opportunities of trading information and doing transactions online are seen as advantage for potential business actions. (Chaffey ym. 2009, 651.)

When the internet was introduced to business life it was first considered to be more suitable for reseller markets in B2C relationships. It was not for long however until B2B sector noticed that with the internet they would achieve more opportunities for gaining valuable information which gave them competitive advantage. (Chaffey ym. 2009, 651.)

3 Internet marketing

Internet marketing can be explained as “achieving marketing objectives through applying digital technologies” (Chaffey ym. 2009, 9). The internet offers several different tools for marketing. The idea is still not to make sure that every tool is used but to determine which ones of them are most suitable for the organizations own marketing. (Juslén 2009, 16.)

The Chartered Institute of Marketing defines marketing in the following way:

“Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably”

Internet marketing can be identifying as it helps to gather information from potential customers for example what kind of needs they have. For anticipation the internet offers a way for customers to do their purchases online and to receive information of the products and services. When it comes to customer satisfaction it can be reached through the internet as it offers ways to dispatch physical products and it also offers a new channel for customer service. (Juslén 2009, 16.)

What makes the internet different from other mass mediums is that unlike the other cases it is interactive. It allows people to contact each other and responses to their natural needs to express themselves. For this reason the communities in the internet have more information power than the companies which are actually doing the marketing. This means that the internet is not a channel but it is a whole field where marketing can be applied to. People use the internet to gain information not to watch advertisements. They interact with each other with talking and actions. Due to this it is not possible to use the internet as a one-way channel for marketing. Companies can put their website advertisements and banners online but people can openly and anonymously comment them and respond to them in different ways. This means that the marketer has very little control over the message when comparing to more traditional mass medias like television. The internet users can use for example web logs (blogs) to spread their opinions which is easy as starting a blog does not require special skills and more importantly it can be absolutely free for the blogger. Even if only some blogs gain wide audience the volume of blogs together is still strong. (Juslén 2009, 16, 57, 58.)

With the internet companies can now send their messages straight to the audience without using other organizations which are offering different media solutions like television or newspapers. This way the message itself can be constructed in a way which serves exactly the needs of the audience. This makes it possible that the content of the message is most suitable for the people who it is addressed to. (Juslén 2009, 60, 61.)

There is a saying “what goes on the internet, stays on the internet”. This is usually said in situations where someone has uploaded something about him or herself which can be turned against the person later after many years. In business life the saying does not necessarily have the same negative meaning as marketing campaigns or business blog writings can snowball over the time thus giving marketing value after a long period of time. This is actually common in the internet because of the possibility it offers to reach a great number of people and because it can take a long time before the people will find the campaign on the web. In other words the campaign will never disappear from the internet and is there to be found. This same cannot be said of the other mass media where marketer has to create new marketing material to insure the interest in the future. (Juslén 2009, 61.)

Internet marketing is not about yelling but it is about listening. With interactivity the company can improve its customer service but also find out better ways to create better value for the potential customer. With the internet it is possible to offer solutions for customers in the time when they most likely have the need for them. (Juslén 2009, 62, 63.)

The internet makes it possible for smaller companies to rival with their bigger competitors. This is because the internet marketing needs a relatively small budget. Using the marketing channels which the internet has to offer companies can serve the special needs of small niche markets basically anywhere in the world. (Juslén 2009, 34.)

3.1 Business-to-business customer acquisition

Finding new customers from other companies can be a difficult and long process. Many especially small companies have a small number of sales staff or not sales staff at all and their organization consists mostly of other experts. Therefore many times sales becomes something the organization takes care from time to time without a determined and focused plan. Nevertheless doing sales and receiving new customers plays an important role for long-term business for the company even if they already count several regular customers. Losing only one important customer may have a major influence on the company's sales and therefore it is always necessary to acquire new clients. (Sahlsten 2009.)

When planning to do customer acquisition it is important to define the target group. The company can take a look at the customers they already serve to find out what these have in common. Some relevant pieces of information to consider are line of business, size of net revenue or number of employees, location, the potential of future business and who the contacted person is and what the persons work position is. (Sahlsten 2009.)

3.2 Business-to-business internet marketing

The internet offers a huge and potential market for searching new customers as companies can easily contact new organizations globally (Michel, Naudé, Salle & Valla 2003, 443). The difference between offline and online markets is that the new technologies offer formalized and well-established business structures. Also after establishing internet the supply chains are now more fragmented which leads to more opportunities for organizations offering new services and products. (Chaffey ym. 2009, 651.)

The web offers more than a new channel for trading and therefore affects all organizations in some level. The Majority of organizations now have website or are at least listed in other websites with their contact information. (Chaffey ym. 2009, 651.)

Many B2B organizations these days are more aware of other ways to benefit from the use of internet technologies. In the beginning managers focused on reducing the costs of primarily internal expenses by developing internet supply-side systems. Savings were seen mainly on the costs of invoicing. (Chaffey ym. 2009, 651, 652.)

When planning digital marketing strategies it is important to be able to know how to use the technologies internet has to offer and also to recognise and analyse the operational situation. Also the management has to understand in which level the offline and online management infrastructure, marketing and logistics functions are integrated. The key areas where e-value can be created are the organization's core strategies, its business characteristics, internal resources and competencies. (Chaffey ym. 2009, 661, 662.)

4 Email

Everyone who has an email address is familiar with receiving marketing emails. They also know that in most cases these emails are not been read and even less likely reacted in any way. In many cases marketing emails are for consumers but in B2B sector the situation is not very different. The emails can look the same and not stand out and it can be obvious that several other people have received exactly the same email. This is often the case when emails are used as a first contact method to potential customers. However unlike in B2C in B2B marketing emails are not meant to create a direct sale. The purpose is to create leads which are only a small part of process which might lead to a new customer relationship (Jenkins 2008, 186). A very good example of this is an email campaign case which was brought to my awareness through the second interview with Mr. Brandt from Micromedia. A Link from the email sent the person to a website where it was possible to see the savings their solution could offer. This offered the potential customer an opportunity to quickly see exactly how

the company could help developing their business. Using emails as a bridge to a campaign website or other places where more information is offered is more suitable in B2B marketing simply because sales in B2B sector, which can easily have value of hundreds of thousands of Euros, are not done based on email contacts (Brandt 2010). This makes the use of emails a support tool in B2B marketing. What it offers is a direct way to reach the potential customers and then brings them a possibility to gain more detailed information which they can look into in their own time without hurry or pressure.

Another primary purpose of email marketing in B2B is to reach the right person from inside the company. It is often unclear who is responsible for making the decision for a new product or service purchases in a specific field of business. Even if the company is offering IT solutions the right person is not necessarily the IT director of the company to be contacted. The email can be send with the goal to find out the right decision maker or the company can inquire this with a simple phone call. (Jenkins 2008, 186.)

Emails can be used in B2B marketing as a first contact but the truth is that most likely only a small percentage of receivers will react to them. For this reason emails are more effective when used as a supporting tool in a bigger campaign. The first contact can be done with a phone call to the right person in a company who is representing the business area where the offered solutions are suitable. During the discussion on the phone the contacted person might see a need to have more specific information which then can be sent to his or her email address. In this case the interest is clearer and the email can be constructed in a more personal way when referring to the phone call. Also as the contacted person is expecting to receive the email and more importantly is expecting it in a specific time the odds of reading it are better. (Brandt 2010.)

Because emails are often not read when send as a first contact it is important to use personalization when creating the emails. Only adding the receivers name and maybe the title to the email is not enough. The sender also has to consider what kind of people the email is sent to. For example if the receiver is an IT professional the email should only contain text and not image-heavy content as the person is most likely not responding to that (Jenkins, 2008). Personalization can be done more effectively especially if the sender can refer to an earlier contact made for example by a phone call. From there the sender can use issues which came up during the discussion to make the email more personal for the receiver.

Keeping the message in the email short will improve its effectiveness. Equally important is to clarify the meaning of the message in the beginning. This means that the person receiving it should quickly see a reason why to read it to the end. Otherwise the email will easily be deleted. There is a good chance that the manager receiving the email is not even reading it on

his or her computer but from a mobile phone. This might occur in a meeting or in other busy situations therefore even creating more time pressure to read the message. As these days B2B emails are often read with mobile phones it is vital to have “click here to read on your mobile phone” option on the email. (Jenkins 2008.)

If a company will outsource its email marketing then the cost depends on the focus level on segments. It is safe to say that in B2B sector this is high and naturally the price of a single email is greater than what it is in B2C emails. The costs in general are consisted of defining and analyzing the segment, buying the contact data, other measures for starting a campaign such as testing, contacting and finally analyzing the results. However in B2B campaigns the results may be difficult to analyze as the customer acquisition takes more time than in B2C campaigns. (Munkki 2009, 122.)

To be able to send emails to potential customer organizations one first has to gather as much of quality email-addresses as possible. Email addresses of high quality can be gathered by contacting people in business fairs, receiving contact information through the company’s website or just simply going through internet looking for potential looking contacts. Here it is important to remember to consider who the potential customers are for the company. (Juslén 2009, 256, 257.)

When asking information from someone who is representing an organization which could be a possible customer in the future it is important to ask at least the email address as basic contact detail. When asking about the email address using a form there should be a possibility for the person to declaim from receiving marketing material. Also people will give contact information easily if they are asked for their email address only. This way company will receive more people to contact in their register (Juslén 2009, 257). Another way is to use member-get-member-campaigns. In these the people who are already in company’s email list are asked to send out invitations to other people to join the mailing list. (Juslén 2009, 258.)

Companies can easily use any email programs to send marketing emails but the problem with programs which are meant for personal use is that they are not designed for marketing purpose. They cannot offer much help for sending and more importantly responding. For this reason personal email programs are not a wise choice to carry out effective and systematic email marketing campaigns (Juslén 2009, 256, 257). Instead of these programs which for personal use the company can use customer relation management (CRM) programs to optimize their email campaigns or to use a separate email marketing program. With these the marketer company can gather useful information of the customer history and personalize the content of the message. They also make it possible to send the emails according to timetable which is the most suitable for the receiver. (Munkki 2009, 124, 125.)

If the company's customer segment is very small due to niche markets then programs which are very easy to use may be the best option. Some CRM or email programs can take a lot of training and may offer functions which the company has no real use for. This can make the program too difficult to use and may only slow down the customer acquisition process.

4.1 Rules and Legal issues

The content of the marketing email has to be considered carefully because it is always in the responsibility of the company which is sending it. This is even if some parts of the email are done by the company's supplier or outsourcing service. (Asiakkuusmarkkinointiliitto 2009, 1.)

Companies can either find the contact information themselves which will only cost them working hours or buy already existing lists of contacts which can be identified as being on their customer segment. These lists can be bought from companies which are specialized on gathering marketing information. In some cases the data is bought from several of these kinds of companies. (Asiakkuusmarkkinointiliitto 2009, 7.)

When sending the emails the marketer company has to attach clear details in the email of which register the receiver's contact information was found. This is stated on the 25 § of the confidentiality law and also applies if the marketer has used several registers to find needed contact information. In this case each register has to be mentioned. (Asiakkuusmarkkinointiliitto 2009, 7.)

Informing is not necessary if the email is sent to already existing customers whose information is found from the customer register and the content of the email is clear to the receiver. (Asiakkuusmarkkinointiliitto 2009, 7.)

The gathered contact information has to be treated in a secure way during the whole time it is held by the marketer company. This also applies to supplier organizations of the marketer company. (Asiakkuusmarkkinointiliitto 2009, 8.)

When using email as a marketing technique in the B2B sector one has to consider that the product or service which is marketed has to be meant to be used in the company's business which is receiving the email. The marketed solutions have to be the kind which the marketer company is generally offering to the B2B sector. Products or services which are meant to consumers cannot be marketed through email in the B2B sector. (Asiakkuusmarkkinointiliitto 2009, 3.)

B2B marketing in this case is not only consisted of marketing one's products or services. The email can also contain information about other factors which the company wants to bring to the awareness of other companies. These could be invitations to visit the company's website, telling that the company's representatives are taking part in a particular business fair or request to participate in a contest or lottery which the company is arranging. (Asiakkuusmarkkinointiliitto 2009, 3.)

In some occasions the solution the company is offering can be applied in both B2B and B2C markets. In this kind of situations in the B2B sector the nature of the message should be clear in order for the reader to know that he or she is not been marketed a consumer solution. (Asiakkuusmarkkinointiliitto 2009, 3.)

Concerning the content of emails used in marketing the law is clear. Paragraph 28 of the confidentiality law of the electronic communications, which is applied to B2B email marketing but also in email marketing in general, states that emails used in marketing have to be easily identified as marketing. For example the title of email messages has to be clearly marked as commercial so that the receiver knows what he or she is about to read. (Asiakkuusmarkkinointiliitto 2009, 7.)

It is allowed to use B2B email marketing when the receiver of the email has personally agreed to this. Nevertheless this does not mean that every company has to ask for permission first before sending a marketing email. This is because it is still allowed to contact organizations which are already the company's customers and more importantly it is allowed to send emails to people who are holding a position in their organization which connects them to the field where the marketed product or service is. The connection can be found from the sphere of responsibilities, speciality of work and station authorisation. All of this can be basically found from the title which the person has in the organization. For example if the company which is sending the marketing email is an advertising agency the person to be contacted most likely would be a marketing director. (Asiakkuusmarkkinointiliitto 2009, 6.)

Because of this companies are free to send marketing emails to other organizations. Nevertheless it is still not allowed to send emails to numerous amounts of email addresses without any connection to the product or service to the connected persons work position and responsibility area. Also it is important to remember that the receivers email address should not be seen by other people receiving the same email. (Asiakkuusmarkkinointiliitto 2009, 6.)

Everyone who has an email address and has given it to outsider organizations to receive some kind of service knows that it can be annoying to receive marketing emails from them regularly. This is also the case in the B2B sector and this is why there are regulations which state

that the receiving part of B2B marketing emails has to have an opportunity to refuse from receiving them. This has to be able to be done with direct response to the email or through a link which can be found in the email. Also it should be possible to contact the marketer company through other channels considering the refusal of receiving email marketing. (Asiakkuusmarkkinointiliitto 2009, 1, 6.)

The right to be able to refuse from receiving B2B marketing emails is stated in paragraph 27 of the confidentiality law of the electronic communication (Sähköisen viestinnän tietosuojalaki 16.6.2004/516, 27 §). The law also claims that the opting out of the mailing list has to be possible to do easily and without an extra fee. The marketer company then has to react to this in a timely manner. The same policy goes for cancelling the permit to receive marketing emails which the receiver has given. (Asiakkuusmarkkinointiliitto 2009, 6.)

If the person has moved to a different position or in a different company, the company doing the email marketing does not have to worry about sending marketing emails to people who already have informed them that they wish not to receive them anymore. Reason for this is that the refusal is individual and connected to the person's position or email address. (Asiakkuusmarkkinointiliitto 2009, 6.)

Following these guidelines are essential for creating email campaigns which will not cause harm on the company's brand. Especially in the B2B sector, where the customer segments are relatively small, the contacts should not be wasted with sending the emails in a way which will show the company in a bad light. If a person has chosen not to receive marketing emails then sending one most likely would not bring any value for the marketer. However this same person can be contacted with other means which are more suitable for him or her.

4.2 Advantages and disadvantages

Email campaigns differ from traditional direct print marketing with their cost effectiveness and possibility for adjusting (Munkki 2009, 126). Unlike print the emails do not require any other material than electric ones which automatically lowers the costs. Also if a company chooses not to outsource the email campaigns then the expenses which were mentioned earlier do not apply and the company would only lose time and effort for executing an email campaign. The adjusting can be used in other marketing techniques but with email campaigns it can be done faster. This is due to the fact that email responses are done in short period of time. Company can carry out the needed adjustments and then continue the campaign with more optimized emails.

What emails have than many other aspects of internet contacting does not is the personalized contacting (Brandt 2010). This is the case however only if done accurately. The easiest and least time consuming technique would be to send the same email to everyone but this would not bring the desirable results.

The traditional print holds the advantage of being a physical material. Unlike emails the print is more noticeable and can easily be left somewhere in the receivers apartment or office to be found on later time. Emails can easily be not read but print is often at least look at before been thrown away. Also the receiver will notice if the sender has put a lot of effort on the printed material which will give more value for it. For these reasons printed marketing mails can be used as a first contact.

5 Website

When considering creating a website for the company one should consider for whom it is made for. Too often websites are done just because it seems like a good idea because everyone else has one. This might lead to making a website which is not serving the needs of anyone who it is supposed to, except maybe offering the needed contact information. The purpose of the website should be clarified in the beginning and before that the purpose of company's business goals should be clear. This is because the website should be focused to serve and support the goals of the company. This happens best when the site is targeted for possible customers. The website is a tool for carrying out the company's business and marketing strategy and this should always be remembered when doing a website or updating it. (Juslén 2009, 153, 154.)

The role of the website in company's business and marketing strategy should be planned in written form to make sure that the site is structured in the most effective way and also to have a clear idea in which way it should be carried out later. (Juslén 2009, 158.)

Before all this can be done the designer of the website should consider who are or could be their customers and what kind of solutions the company offers for their problems. What kind of product or service the company has to offer and how is it delivered for the customer. How customer service and communication is handled for the customers and what kind of image the company wants to use in the site (Juslén 2009, 153). The amount and content of pages is also important to know. With the pages the website can lead the visitors to a certain part of the site or encourages them to explore the website more freely (Castro 2007, 44). With leading the company can bring more awareness to a special part of the site which has the most relevance for gaining results like as sales. It can be for example a page where the products or services are introduced. With an option of going through the website more freely the visitor

can gain better information of the company itself which in B2B can be important as the customer relationships tend to last for long period of times.

The company's website can be used in B2B marketing in different ways. Receiving an order of the product or service can be possible in some cases but because B2B purchasing is in most cases a long and complex process this is not common. A more important role is to receive an inquiry of the solution which the company offers. From this the company might later continue with face-to-face negotiation. (Juslén 2009, 155.)

A website offers an effective way for a company to give information of its newest products and services and also increase the awareness of the other solutions. This serves the needs of already existing customers and also the future potential ones. The information can also be sent with an electronic newsletter to the visitors who have chosen to receive it (Juslén 2009, 155). Also if contacting another company with a phone call the products and services can be show from the website during the phone discussion. This works as a support when explaining what the marketer company could offer to the other organization.

The brand image of the company can be quickly changed with updating the website but it is of course also important to remember to take other communication channels under consideration when doing this. Nevertheless the website can be one of the first places where the new image is seen by the public eye. (Juslén 2009, 155.)

As it is easy in the internet for anyone to make public comments about anything it can be possible for someone to give false information about the company. This information flow can be influenced by commenting it on the company's website. One way to do this is to have a part on the site with the title of "Most commonly asked questions". (Juslén 2009, 155.)

To have the search engines in mind it is important when starting to design a webpage. As 90% of Finnish people use Google as search engine it is the most important search engine to consider. Optimizing the page to be found from search engines is far easier to do at this point than after the webpage have already been done. There are some general mistakes the designers often do. The content of the page does not necessarily match the key words people write when trying to find services or products you are offering. The content is in some other form than text as in pictures or flash-animations which search engines cannot recognise. Common similar mistake is to do the titles of the text in pictures. To make it better for Google to find the text it should be cut to subheadings which then should be spread to different parts of the webpage. The webpage's navigation can be done in a way that the search robot cannot find it. These kinds of pages are never saved in Google. There can be too few

links to the webpage and the existing links only have the name of the company, not the name of the product or service. (Poutiainen 2006, 186.)

5.1 Interactivity

What makes internet different from other marketing channels is interactivity. In a webpage it is often done in a special part of the page with a web response forms. It should be easy to find these forms from the webpage and therefore they have to be referred in each part of the page and especially on the homepage. Making it easy for visitors to find the response areas will obviously create more potential for possible contact. Not finding an easy and fast way to contact the company could be a reason for losing future clients. (Jones 2008, 113.)

Making the webpage attractive for frequent visits will increase the potential to receive contacts. Even if the visitor will not make a contact the first time when visiting the page it does not mean that the lead is lost. There are different ways to design the webpage to create a relationship and dialogue with the prospects to ensure regular visits. (Jones 2008, 114.)

An automated email response is a fast way for the prospect to receive information about a specific product or service. There are different autoresponder or autobot tools which can be used to achieve this. These tools make it possible to send the needed information directly to those who are interested without consuming a lot of time. Another similar system is to invite visitors to order an email-alert or newsletter. This way they will receive updated information of the company's offerings. (Jones 2008, 115.)

Cookies are files which make it possible to recognize frequent visitors as they identify the computer after they have visited the site once. This happens with the help of little files which are downloaded to the visitor's computer. Cookies can be an effective tool to gather data of frequently visiting prospects and therefore will make it possible to offer customized web pages on the fly. On the negative side cookies can cause uncertainty towards the webpage which uses them as many people are not even sure what they are and can think them as privacy concern. Therefore it is a good idea to inform the visitors that you use cookies to make the visiting experience more satisfying for them. This should be explained somewhere on the page so that the visitors can inform the host of the page if it is a concern for them. Nevertheless cookies are an effective tool for personalizing the internet marketing and can increase the visiting frequency. (Jones 2008, 114, 115.)

As the internet is full of information and people tend to appreciate the most recent data it is important to update the company's website regularly. This gives an impression that the company is offering up-to-date solutions. If the website has been updated several years ago the

visitor cannot help to wonder if someone else is offering more new products or services. A good way to make regular updates on the webpage is to create a “what’s new” part on the page and add there the recent news. The rest of the page should be looked through monthly and it should be considered if it needs refreshing. The visual look of the page should be re-shaped annually. One less time-consuming approach is to use rotating images. This means that there are several versions of the webpage or some areas of it which change on every click the visitor makes. This gives the impression that the page is updated when it is actually only showing different versions of it. (Jones 2008, 111.)

These days many people are concerned about their privacy and it can be one reason to lose possible contacts through a webpage. This is why there should always be a privacy policy in every webpage which offers to leave personal information such as emails, names, phone numbers or addresses. It should be possible to read the policy and accept it before sending any information. Of course the company receiving the data should not give it to a third party without permission for the obvious reason. If this would be revealed the company would lose its credibility and in the same time the possibility to get new contacts. It might even lose existing customers as bad news travel fast and especially through internet. (Jones 2008, 113.)

5.2 Usability

Simplicity is the key for a user-friendly website. This means building the site in a way that it is clear and makes sense for the visitor. Finding everything needed from the website should be easy and fast. Unfortunately all of this can be a difficult objective as the company also has to include the marketing and other company’s visions. Often the user-friendly approach can suffer because of this. (Juslén 2009, 161.)

New technology used in marketing is only a tool but because it offers a wide selection of ways to create impressive material using it might actually go overboard. In websites this can mean overwhelmingly good looking results which go in front of the original purpose of the site itself. (Juslén 2009, 161, 162.)

5.3 Execution and content

After planning comes the construction of the website. This is done according to the plan. The visual and text content are fit together and the pathways through the site are done in a way which makes the site most user-friendly. At this point the website is still not available on the internet and it can be seen and tested before publishing. Testing includes technical, navigational and user availability. (Juslén 2009, 159, 160.)

The publishing of the website will be done after the testing is ready. This is done with moving the site's structure to a wanted server using an URL address specially signed for the site. (Juslén 2009, 159, 160.)

Giving highly qualified information through the webpage will offer the visitors who are potential future clients something they can use and therefore find interesting. For this reason they will return to the webpage more often and more importantly remember the company when they find themselves in need of solutions they offer. Giving expert knowledge of the company's products or services will be free at charge and will give a professional image of the company on its field of business. If other professionals will even use the webpage as a bookmark for finding useful information the company can be sure they have been doing the right thing. (Juslén 2009, 167, 168.)

Even if the visual effect does not have a major role it should still be done to reflect the company's personality and identity. This means that it should be made to look the same way as other marketing material such as print which already exists of the company. The webpage should indeed look interesting and attractive as long as remembering the target audience. (Jones 2008, 110.)

One important concern about the visual look is to control the response time. The designer should try to avoid using too large graphic images and be especially careful with background images. All these could lead to very slow response time and it would take too long for the webpage to appear (of course depending on the connection used by the visitor). Too long response time will make the page too heavy to use and therefore have a negative impact on the visiting experience. (Jones 2008, 112, 113.)

One way to improve the visiting experience on a website is to use video, sound and animation. These features are one the reasons why people spend so much time online. This is especially these days when technology offers ways to carry them out without major difficulties. However some the applications require special programs to run them and they might not be found as new versions are brought to the markets regularly. Browsers usually only show text and some picture formats and other programs are needed to run for example videos. In the browsers however there are often different plug-in programs which run the applications on websites. When making the website the coder can set which programs will play the material on the site. The most common ones are Flash, Shockwave, QuickTime, Windows Media Player and Acrobat. (Castro 2007, 281-283.)

There are different methods for gaining interest with multimedia material which can then be uploaded to a website. These can be videos, sounds and animations. However one which is

relatively new is the interactive video. This means that the viewer can participate on the plot of the video while watching it. Inside the video there can be found for example speech bubbles and notes which are clickable. After clicking the viewer will be lead to another video of his or her choice (Art Directors Club & Youtube 2009). In B2B customer acquisition this can be used for example in presenting the company's products or services.

5.4 Advantages and Disadvantages

As it is stated before the website offers a platform for companies to present their organization and also their products and services. It can create new contacts when potential customers find it from the web and see the company and its solutions suitable for them. This is as many times company's website can be the first image for customer segment to see. Also the site can work as a support material for sales process when contacting the target audience with other communication methods as for example phone or email. If the site has all the most essential information what potential customers want to know then it can help to convince them of the company's solutions.

The disadvantages of websites come from poor execution. The reasons can be found from earlier parts of the thesis. If the website is done without any strategic plan then the outcome will most likely give an unsatisfactory image of the company for the public to see. A result done in a hurry does not appeal to the target audience and might even harm the company brand image. This might not matter however if the website is build without considering search engines. If the customer segment cannot find the website without already knowing the company's name then it is difficult to assume that new potential customers could ever see it.

6 Banner

Using banners is one of the oldest forms of internet marketing. They are similar to traditional print advertisements which can be found from magazines and newspapers with the difference that banners can be clicked to gain more information about the advertised solution (Shimp 2010, 398). Also instead of finding them from printed sources banners are located on third party websites which can be for example social networks or publishers which have gained great deal of visitors (Chaffey ym. 2009, 539). In the 1990s banners played a major role in internet marketing but these days their importance is fading and has lost room for other means to reach people through internet. Nevertheless banners still play a part in the companies internet marketing strategy as they offer their own benefits. For one banners results and other data can be measured to improve marketing. Even if banners are not the most effective marketing tool they still create proven results which the companies can rely on. They offer more room for creativeness as well as opportunities on visuality and usability. This means

using pictures and even video but also different means to gain the visitor to interact with the banner (Potts 2007, 360). For example the banner can be a small and simple game which the person can play with before actually clicking to the website. Google offers Ad manager service for free for site owners to benefit from banner advertisement campaigns more efficiently. It works as a platform for the site owners to reach those who are willing to pay so that their banners are shown on the sites (Chaffey ym. 2009, 539).

The two main goals of banner or display advertising are generating responses and creating brand awareness. There are also other goals which the company can have simultaneously if needed to achieve an effective ad campaign as for example with the use of company's brands the public's attitudes can be shaped. Also delivering content is a separate goal which means that the clicker finds more detailed information of the subject which the banner was advertising. In B2B this can lead to contact or in some cases to a direct sale. In that case the goal is enabling transaction although it is more common in B2C sector unlike with soliciting response goal. This means that the goal is to gain more leads and create conversation with the potential customers as they will give away their contact information. The banner advertisement can also have a goal of encouraging retention where the simple object is to remind of the company and of the solutions it offers. (Chaffey ym. 2009, 540.)

6.1 Effectiveness

Banner effectiveness is often defined by the amount of clicks it causes. This is called click-through rates and in most cases it is very low. Merely 0,3 percentage of people who have been exposed to the banner ads actually click it to get to the destination site or alternatively to a company's microsite. Nevertheless the rate is little higher in B2B banners and even if it does not cause any direct actions from the visitor it can still create brand awareness and can also offer information about the advertised solution (Shimp 2008, 398). This is the case as the banner still works the same way as any other advertisement if it is not clicked. The choice to click the banner only brings an option to move to the company's website right away but does not take away the possibility that the viewer would not visit it later. Many critics however see banner marketing only from click-through rate point of view and therefore in many cases question its usability. In the end the effectiveness of banner marketing should be evaluated by the goals the marketing campaign has. (Järvilehto 2009, 103, 104)

In general the best results from banner campaigns can be reached with certain measurements. The use of pictures, as it is possible in banners, should still not be overwhelming. The most effective ratio is 30 % picture and 70 % text. Activating the viewer can be done with other means than just advertising the company's solutions. Special competitions or lotteries can be used to appeal to the viewer. Also showing special current offers will bring more

clicks. The brand of the company should be visible at all times to create more brand awareness and also to gain more clicks if the brand is well known and appreciated by the target audience. The placement and size of the banner advertisement is also essential and the most effective ones are located in the middle of the website and are naturally large sized. In addition “take over” banners are effective as they control the whole site (Järvilehto 2009, 105). Also even if the banner receives high click-through rates it is as well important to lead the clicker to a part of the site where further actions can be done therefore improving the end-results. (Shimp 2008, 398.)

There are different ways to pay for banner advertising. The most common way is paying with cost per mille (CPM) method which means paying for times the banner is shown. Another style is paying for the banner to be shown a certain period of time which can be measured for example in days or weeks. This is a good option if the company wishes the target audience to see the banner more times as the advertisement is shown almost continuously (Järvilehto 2009, 107). Paying for a period of time can work well for example if the company’s brand is not well-known as in this case more exposures will lead to higher click-through rates unlike in well known brands (Shimp 2008, 398). The way to see which one of these paying methods are more cost-effective for the company is to use a special formula to calculate the difference. The comparison can be done with dividing the time period advertising price with the times the banner is going to be shown during that time and then dividing that number with one thousand. This way the individual price for one banner display can be seen and can then be compared to the offered CPM price. It is more common in Finland to use the time period pricing method as it is in most cases a more economical choice. (Järvilehto 2009, 107.)

6.2 Advantages and disadvantages

The use of banners has several advantages. First is the direct response which brings the person to a website (Chaffey ym. 2009, 540). In B2C sector this means the possibility of bringing consumers to the company’s site where they can do online purchases but in B2B the purpose in most cases is to give more detailed and meaningful information of the company and its products and services.

Brand awareness can be enhanced with banners as they bring the company and its solutions into the knowledge of internet users (Chaffey ym. 2009, 540). It is always important to have the company’s brand shown for the target audience in places of the web where they tend to gather. This is even if the banner would not be clicked but only looked at.

Benefit from it can also be the halo effect which means that even if the company does not receive many clicks to their sites through the banners themselves the potential new custom-

ers can still visit their sites through other online marketing tools because of the banners ads. This is based on the fact that people are exposed on the banners several times and remember the company later when facing for example search engine ads. A benefit which is similar to search engine marketing is targeting. Banners achieve this as they can be placed on parts of web where the target audience is visiting. The banners can also be attached on emails or social media profiles. In most cases the cost of using banner marketing is a benefit when comparing to other traditional marketing techniques as television commercials. However there are some cases where banner ads are relatively expensive to set as for example in some financial service sites. Also when comparing to traditional marketing the banner campaigns are extremely flexible as they can be started with shorter notice and can be adjusted even during the campaign. In adding the banner campaigns can be measured effectively however only in other sections than brand awareness. (Chaffey ym. 2009, 540-542). With adjusting the company can quickly change the course of the banner campaign in a direction where it will gain the best results. In other words there can be great deal of experiencing with different banner techniques before winding the best choice. Also with the possibility of attaching banners to emails they can be used to remind the receiver of the company's brand more effectively, especially if the receiver has seen the banner before.

When it comes to disadvantages of banner advertising the low click-through rates are the most common ones. This is as in many cases banners simply do not stand out from others and therefore do not create any direct actions from the viewer. There are different solutions as using video or other special techniques to make the banner advertisement more appealing. As mentioned earlier in advantages the cost can also be seen as a disadvantage as the response rate is usually very low. However as stated before this is the case only if the campaign is determined solely through the ratio of clicks and the marketer should also consider the benefit on brand awareness. However the brand can also be harmed by banner campaigns if the ads are shown in websites with a suspicious reputation as pornographical sites or gambling sites. (Chaffey ym. 2009, 542). Of course it can be possible that the company brand could be harmed if the banner is found from sites where it should not have much purpose. The viewer might assume that the company's banner campaign is done poorly and only with little focus. In B2B sector this could mean that a potential customer would see the banner first in a business oriented website where it can have much value but later on in another website which is consumer oriented.

It can be difficult to see how much value banner advertising actually brings to the company when brand awareness is one of the advantages. If a potential customer sees the banner but does not click it then even if that same person would later visit the website where the banner would have lead him or her then it would still be difficult to see the banners role in this.

7 Search engine marketing (SEM)

Due to the fact that the internet has so much information and content to offer there are different search engines to help the search process. The search engines help the users to find as high quality and updated information as possible and the ones which succeed on this are appreciated the best and therefore have the most amount of users. Search engines compete with each other regularly updating their services to answer the needs of their users. This is essential as the users represent the audience which can be reached by different advertisement programs the search engines also offer. (Juslén 2009, 107.)

The way search engines work is based on search engine robots. These automated programs crawl through the internet finding new information which is then added to the search engine's database to be found with the right search words. The robot adds the websites and notices also the links on the sites. There are techniques website owners can use to improve the indexing of their websites in search engine data bases, but the robots can also find them without any special contribution from the owner. This is if the website is not blocked from the indexing in search engines. (Juslén 2009, 108.)

When a search engine is used the search itself does not happen in the internet but in server centrals which are located in premises the search engine company owns (Juslén 2009, 109). This is the case for example with Google when the company bought Stora Enso's paper factory in Hamina in 2009 to be its new server central (Sektor, 2010). In the servers are the databases where all the gathered information is located. The database is designed in a way that all searches are done extremely fast giving the search results to the user almost immediately. (Juslén 2009, 109)

In B2B as in B2C search engines are used to gather information of something which the company or individual already has need for. This especially is the case when the purchase is expensive, has a major meaning for the buyer and there are several options in the market to choose from. Search engines offer help to find the most suitable solution as the user does not have to type a particular brand or company name to find what is needed. Instead the search words reflect the need itself. This means using general terms of the needed products or services as search words. For the company which is marketing them this is an admirable situation as it does not have to put extra effort to try to reach people who might not have the need for its solutions at the moment. Most important is to reach a noticeable position from the search result list which is formed, with the use of search words concerning the company's product or service area. (Juslén 2009, 111, 112.)

Search engine marketing can be divided into two parts. One is simply being part of the search engine's database which comes naturally and is free for the website owner (Juslén 2009, 112, 113). However only being part of the database is not enough as the company's website has to gain a high position on search engine results pages (SERPS). The measures for gaining the position are called search engine optimizing (SEO) and its needed expenses are based on improving the website itself. Another option is paying a company which is maintaining the search engine to show the company's advertisement when certain search words are typed into the engine. This method is called pay-per-click (PPC) and it will cost money for the website owner only if people will click the advertisement link which leads to the site. However in many cases a searcher tends to click links on the natural listings. Nevertheless the paid listings still gain approximately a quarter or a third of all clicks (Chaffey ym. 2009, 507). Some search words are used more for advertisement purpose than others as they are most commonly used to find certain products or services. In these cases several advertisements will appear on the search results. (Juslén 2009, 112, 113.)

7.1 Google and Google Adwords

In different countries there are different search engines which have the major role for people to find information. In Finland this is Google as 90 % of the Finnish people use it. For business life Google also has a major role as 355 000 decision-makers use it every week. This is approximately as many of them Helsingin Sanomat and Kauppalehti reach together. (Poutiainen 2006, 64.)

If the company's customer segment is located in other countries it should look into which search engines are most common in those areas. For example in Russia this would mean Yandex and in USA besides Google also Yahoo and MSN have a strong importance. (Poutiainen 2006, 100.)

As mentioned before, search engines offer a way to use advertisements in search results. Google Adwords is an example of this. When using it, the marketer chooses certain words which he or she believes the customer segment is typing in when trying to find solutions in the business field where the marketer is operating. When the word is typed then the advertisement appears in the upper or right side of search results list. This advertising technique does cost money for the marketer but only if the advertisement is clicked and there is no minimum billing unlike in banner campaigns. The price of clicks is defined in auction style as there often are other companies competing for the use of same words. The auction is constantly held and therefore Adwords offers the marketer a way to define minimum and maximum offered price so that he or she does not have to make offers all the time. Nevertheless

the position of advertisements is not defined only by money. The more clicks the website gains in general the higher its position will be. (Poutiainen 2006, 14, 84.)

Understanding entirely how Google Adwords works can be complicated and there is a limited number of people who are specialized in its use. However what a company needs to know to get started is adding an advertisement which is relatively simple. After this the needed adjustments are based on measuring the results. Also as Google and other search engines are so widely used, the company most likely already understands how the system works in general. (Poutiainen 2006, 36.)

7.2 Advertisement

The Google Adwords advertisement itself can only be 94 characters long. What this means from a marketing point of view is that the message has to be short. Otherwise traditional marketing techniques still apply. Nevertheless the benefit of this advertisement is that it is highly focused and the message can be structured according to the segment. The marketer has to remember that the person who found the advertisement most likely already has interest on the company's solutions. Therefore the message does not have to explain too many details of what the company is offering but to talk the person into clicking the advertisement. Another issue to consider is the linking. It is essential to lead the person who is clicking the advertisement to the right part of the company's website where the searched product or service is displayed. Only guiding the person to the main page might not be enough as then the person would have to search the particular page by himself. This might lead to frustration and clicking back to the search results page. (Poutiainen 2006, 52.)

There can be several words which are used to find the advertisements and the Google Adwords can offer different options which gather clicks. Also the company can naturally choose the words itself and the most beneficial option would be using only few relevant ones. If too many words are used the advertisement will lose the benefit of being focused. This way it will most likely be shown to a great number of people who have no interest in it. The best case scenario is if the search words will appear in the advertisement itself or even better in its headline. This way the potential customer will most likely see that the company is offering exactly the needed solution. (Risto Poutiainen 2006, 74, 75.)

Google Adwords offers a way to focus the advertising geographically in areas the marketer desires. This way a company can reach other companies for example only in a metropolitan area if wanted. This helps to find the right segment and it is also more economical for the marketer as people from outside the defined field are not bringing extra costs from clicking the advertisement. Advertising in targeted areas is also a good idea also as it can be frustrat-

ing for those who are interested in the company's solutions but are located in areas where they are not actually offered. (Poutiainen 2006, 84, 116.)

In the B2B field decision makers are using Google to find out what kind of options are offered in the market. Companies can get the first direct contacts as the segment has found the company's website with the help of Google campaigns. This can be gained with the use of search words in advertisements which are focused in the company's business field. (Poutiainen 2006, 68.) However in the B2B sector as in the B2C sector the right search words have to be considered carefully. A company which is looking for B2B solutions might not be aware of the different names of products or services and might use more general vocabulary. For example if the searched solution would be a customer relation management program then the search word could simply be "CRM". As the searchers in the B2B sector are professionals the search words can also be more specific. It might be difficult to determine where the line of clarification lies but frequent testing of the use of different words can help.

7.3 Measuring

It is easy to see how profitable the use of Google Adwords is as it offers a possibility to measure how many of the visitors were directed to the company website by clicking the advertisements and how valuable the contacts for the company have been. As the company pays for each click, knowing the ratio between those who only visit the page and the ones who became valuable contacts is essential (Poutiainen 2006, 54). This applies especially to B2B websites where the segments are often not as big as in consumer oriented websites. It is also possible to define a day budget to control how much money the company is willing to use in Google advertising. (Ojasalo & Ojasalo 2010, 25.)

By measuring the results the company can see which search words work for them the best way. Some words may bring many visitors to the page but might not create any results considering contacts and leads. Trying out different words and monitoring their influence on the results will help to find the most suitable options. Following the visitors can be done by solutions offered by Google or other programming organizations which can be easily found from the web. With these programs the company can find out which company representatives visited their website and can then remember them when executing direct marketing. It is also important to follow the company's position in the search results so that needed measures can be made before the competitors will be ranked higher. The measures include not only paying more for a higher rank but adjusting the site itself to be more appealing to the visitors. (Poutiainen 2006, 128.)

With measuring a company can find out several factors. However it depends on the goals of the website what is supposed to be measured. In some cases the goal could be only to gain as many visitors as possible but if a company tries to gain the visitors from a special field the situation is different. This especially applies to B2B markets when the company is trying to gain new customers through a marketing campaign. In most cases this involves to measure how many contacts are made through the website, but in certain situations the sale numbers can be used as a measurement (Poutiainen 2006, 130). This applies if the company uses online stores to support its B2B sales.

The contacts made through the company's website can be difficult to measure. Even if the company would offer a possibility to send a direct offer request or other contact form from the website most commonly the contacts are still established through a phone call. Also if a form is sent it can still easily be lost among the other emails and therefore will never create any reactions. This is why the direct phone call is actually the preferred option for contacting. The ways to see the influence company's website has over these contacts can be perceived from different aspects. The part of a company's website where the contact information can be found is often on a separate page and the amount of how many times this page has been visited is one measurement. Another indicator is the number of people who order the company's newsletter if there is one to be offered. Also the additional material like brochures to be downloaded can be calculated, as well as the time people spend on the webpage itself. One major importance is to identify the quality of businesses which visit the site as they represent the most valuable customer segment for the marketer company. The marketer also has an opportunity to see what people have written in Google before finding a link to the webpage. Going through these texts will help to find out more of the segments motives and needs. (Poutiainen 2006, 132.)

7.4 Optimizing

Search engine optimizing means adjusting the website in a way which will help it to gain a higher rank in natural search results. It is essential for the company to take the optimizing in consideration as it helps reaching new potential customers who are still not aware of the company. Gaining a high rank is important because people tend to click only the links which are located on the top results. Also the company's website should be found with multiple different search words which are relevant to its business field. Only then it will gain enough awareness. In addition to the link the search engine also shows parts of text from the website. Unlike in Adwords advertisements the company has no influence on what part of the page is displayed. (Poutiainen 2006, 146, 150.)

Following the competitor's websites and even social media which is concerning the company's business field can be used to find out the right words for the marketer company's website. Also the tools Google offers can suggest different options for search words. Testing if the company's website can be found with these words can simply be done by typing them in Google or registering to the Google SiteMaps service which gives information of the site's visibility. It is also possible to download a Google toolbar which shows the website's page rank to the user. (Poutiainen 2006, 146, 156.)

The adjusting can start after the company has found out what the needed measures to optimize the website are. It depends on the website itself how much time and effort is needed as for example if the structure has to be reshaped the process is going to take a long time. In some cases it can be the best choice to start a new site instead of improving the old one. However the needed changes can also be relatively easy to do if they can be done without changing the site's structure. In most cases simple sites are the easiest to optimize. The best possible situation however is, when the optimizing will be considered already before even planning to make a website for the company. (Poutiainen 2006, 146, 172.)

7.5 Advantages and disadvantages

Like mentioned earlier in the text one of the advantages search engine marketing possesses is the focusing. This can be seen best from the advertisements which appear on the search results page. They do not have to appeal to everyone interested in the different solutions the company offers but they make it possible to tell about exactly the one which the searcher is trying to find. If traditional market places would work in the same way as search engines then every person a salesman would try to get interested on his or her products would already be searching for them. Now in real life these salesmen simply try to get the attention from as many bypassers as possible.

Another advantage is the measuring which can also be found from one of the earlier chapters. This makes it possible to see how valuable the search engine advertisements are for the company and helps to adjust them. When it comes to brand awareness the company can also see how many people have seen the advertisement even if they have not clicked it. What makes this different from other brand marketing is that with search engines it is done in an extremely focused way. Even if the person who was searching for similar solutions which the company is offering did not click their advertisement it does not mean that this person would not remember it and maybe visit the website later.

One of the disadvantages in search engine optimizing is when a company chooses to move their new website on the internet and the search engine might not find it. This is due to the

fact that the old website's addresses might have changed. Another possibility is the sandbox effect which means that the domain of the website has changed which has an impact on the search listing position. If the new website is out of the search engine index then registering it might take even months. The company does not seem trustworthy if the link to website does not open and the site cannot be found from the search engine. (Poutiainen 2006, 160). The truth is that companies update their websites to bring new information and new look for the company brand and they might use features which are not search engine friendly. If the company's website plays an important role in customer acquisition, by adding a link to the site on marketing emails and other marketing material for example, these changes have to be taken into consideration.

8 Social Media

Social media is a place for people to share their opinions and ideas online and in most cases they are for free. People interested in similar issues come together in one community and create contents together (Weber 2009, 4). It is done by suggesting a subject for discussion and letting other people comment it, or by commenting a subject which is already started by others (Korpi 2010, 8). It offers several different ways which are created by individuals or enterprises for anyone to reach large audiences or smaller more specific groups of people without high expenses. (Weber 2009, 4). In a way it brings people together although not in face-to-face situations but through the internet. (Weber 2009, 12.)

Another earlier definition for social media is web 2.0. The term is created to describe the modern situation where knowledge is no longer controlled by the ones who are offering websites but also by the ones who read and more importantly discuss about them online. Knowledge especially in the internet is power and therefore companies were forced to adapt to the new situation. This is why today the term *Social Media Marketing* has become something many companies are dealing with in their marketing strategies. This mainly concerns American enterprises - in Finland there are still many opportunities with web 2.0 which are not fully exploited. (Korpi 2010,10.)

The profitable aspects of using social media in B2B markets can be achieved only if reaching the right audience. Even if the purpose of using social media is to only gain new customers, the company still has to try to reach already existing customers, business partners and basically anyone who could bring the marketing value they need. Raising the interest of the customer segment will happen effectively if the company can get positive feedback which the segment can then see. The feedback can be obtained from other organizations which already are familiar with their products, services and way to do business. This will be achieved with being an active and valuable member of the social media community where the company's

field of business is discussed. The areas of social media where the company should be active are variable. Social media offers countless options and the company should first find out where the people they try to reach are located. Trying to be part of too many options will lead to a lack of focus on the ones which matter the most. (Korpi 2010, 18.)

8.1 The POST method

When considering using social media for business purposes the company can apply the POST method. It is consisted of four parts which are *people, objectives, strategy and technology*. This method will make it clearer to see why and how the company will operate in the web. (Li & Bernoff 2008, 97.)

8.1.1 People

It is not enough that the company knows who the people they try to reach are and where they can be reached on the web. The company also has to know the level of participation these people have in social media. Some of them only follow social media without actually taking part in it, others leave comments and some are very active in social networks (Li & Bernoff 2008, 97, 98). To be able to obtain this information the company can use the social technographics profile. This is a free and very simple tool specially designed for B2B use which can be found from the web. Depending on the company's size by the amount of workers and the business field the user can define the level of participation of the segment they try to reach. The tool is showing the percentage in different categories of participation which are inactive, spectators, joiners, collectors, critics and creators. The user has to remember that some people belong to several of these categories and therefore the combined percentage is over 100. (Ramos & Oliver Young 2009.)

In the group of inactives are people who do not take part in the social web. These people cannot be reached through social media technologies as they do not even follow any parts of it. (Li & Bernoff 2008, 70.) In the B2B sector where the use of internet and its different aspects have gained popularity, it is safe to say that in most cases at least some people of the companies' staff are not part of this group.

The group of spectators are the ones who follow what others produce. They read blogs, different forums and other people's reviews, watch online videos and podcasts but do not comment them in any way. This only takes a small amount of effort so the spectators are the naturally the biggest group (Li & Bernoff 2008, 68, 69). As an example if the company size is 100 to 499 and the business field is hardware the spectator group would be 69 % (Ramos, Young 2009).

In the group of joiners is everyone who is taking part or has an active profile in some of the social network systems. This means for example being part of Facebook or LinkedIn. (Li & Bernoff 2008, 68.)

The group of collectors use different web services, features and technologies to assemble what they can find from the web. This includes saving URL addresses and tags to different bookmarking services as for example the Delicious service. This all is essential for organizing the material which has been created on the web by others. The collectors go through the material reviewing and listing it and therefore simplifying it for the others to see. One good example of this is the Digg which is a website where collectors give recommendations on different contents. With the technology today collectors are gaining more functions on different websites which are suitable for their purposes. Nowadays about 10 % of web users are collectors but as the technological development will continue, the number of collectors in the world will increase. (Li & Bernoff 2008, 68.)

The group of critics react to already existing content. Being a critic is popular as it is easier than creating something completely new. Another reason for the popularity of being a critic is that web offers many user friendly possibilities to criticise. It can be done in several different online-forums and many blogs which have the option of leaving a comment from the reader. (Li & Bernoff 2008, 67, 68). Critics can also adjust the material itself in wikis. One good example of this is the globally well known Wikipedia where anybody can edit the articles in the system. One might think that this kind of arrangement would lead to unreliable content. However the overall reliability is good because every article or adjustment has to be checked from the sources it is based on. (Kotilainen 2005; Wikimedia Foundation 2010.)

The most valuable group of social media are the creators. They upload different kind of material to the web at least once a month therefore frequently bringing something new for the public to experience. Very good examples of creators are bloggers who often share their expert knowledge with others. The created material can also have only entertainment value as uploading a video or sound file to special services like Youtube is also considered creating. (Li& Bernoff 2008, 67.) In B2B sector blogging in most cases means sharing expert knowledge with other professionals. This can bring more appreciation for the blogger and the company he or she is representing.

8.1.2 Objectives

In other words, what is the purpose of entering social media? Even if the original reason is to gain new customers the company can still think of ways to gain value on other areas as well.

For example with social media the company can improve the cooperation between its employees. Nevertheless it is essential to perceive at least one main goal which can be chosen from five options. These are listening, talking, energizing, supporting and embracing. (Li & Bernoff 2008, 99.)

Listening can be used to gather information from customers. With this knowledge the company can perceive what kind of people and organizations they are trying to reach. Then the company can apply the data to the process of gaining new customers similar to the ones they already possess. The same data can also be used to develop current customer relationships. (Li & Bernoff 2008, 99.)

Talking means spreading awareness of the company itself and its services and products through the web. This means using interactivity and not only banners or other advertisements the internet marketing offers. (Li & Bernoff 2008, 99.)

Energizing is using already existing customers to promote the company. If the company already knows who their biggest supporters are, these people can be offered different ways to recommend the company's solutions to others. As for example some companies let their fans do the company blog. (Li & Bernoff 2008, 99.)

Supporting will bring tools for customers to help each other. This does not work in every company as the customers have to have personal motivation to take part on the support system. This motivation can be caused by a certain group spirit which is shaped by using the company's products or services. (Li & Bernoff 2008, 99.)

Embracing is using the customers as part of a business activity. In practice this means using them as help in for example product development. This is an excellent goal as the customers are the ones who the company's solutions are meant for but it is also the most challenging one. Therefore participation should preferably be pursued if the company has already gained at least one of the other goals. (Li & Bernoff 2008, 99, 100.)

The first three objectives will be discussed in more details in a later part called *Social media objectives suitable for customer acquisition*. This is because they represent a greater importance when reaching for new customers with the use of social media. Supporting and embracing have more to do with customer relationships which a company has already gained.

8.1.3 Strategy

Planning an effective strategy is finding ways to achieve the settled objectives. This means the changes and actions the company have to be taken into consideration including the preparation of the employees and managers. (Li & Bernoff 2008, 98.)

The problem with planning an effective strategy for using social media is that the company might use too much time for it which can lead to the use of an already expired strategy. Another extreme option would be to hurry too much and end up using only a fraction of possibilities which social media has to offer. The best way is to plan a rough strategy which will help starting the process and which will leave room for further development. The strategy should include answers to what has to be done and how gained value will be calculated. Over time the direction of the company's way to benefit from social media may require changes and developments and therefore it is important to be ready for adjusting the plan every six or twelve months. Commitment is not the key, only seeing the opportunities in the future is. (Li & Bernoff 2008,103.)

8.1.4 Technology

There are many different technology options for a company to use in social media. There might be a temptation to use as many of them as possible but technology only offers tools. These tools should be used to gain the goals which the company has. This is why the selection of technologies should be done only after the other factors of the POST method are clear. (Li & Bernoff 2008, 98, 99.)

With the technological execution the company can go in a wrong way if the applications they have created are not user-friendly for the people they try to attract. These applications should be fast and simple for the users and the company should also remember to leave opportunities for future flexibility and adjustments. Technology is always changing and therefore offering new possibilities. The company should try different options over time to be able to see which ones work the best for them. (Li & Bernoff 2008, 106, 107.)

The POST method can be used both in B2C and also in B2B cases. This works simply because in B2B sector it is not the companies who are to be reached but the people inside them. In most cases the individuals who are trying to reach other people in the B2C sector have common interests as for example hobbies. Just like in the B2B sector both sides in social media are most likely in same kind of positions in their companies. (Li & Bernoff 2008, 101, 102.)

Adapting the social media will take time but the company should consider the outcomes of it in an early stage. Over time social media may influence the relationships with company's partners and change its way to do marketing and communication. Also the interaction with new technologies will bring new legal issues which have to be considered. If not bearing these issues in mind the company might have to face them in a surprising way which might lead to quickly done choices. (Li & Bernoff 2008, 104.)

The person selected to be responsible for the use of social media of the company differs depending on the goals. If the goal is talking then the right choice could be the marketing director and if it is listening then the research director might be a more suitable option. Using the IT director might not necessarily be the best choice and this person could be used as an advisor on technological issues. Whoever is the responsible one he or she has to make sure that the CEO is informed of the possible changes the social media strategy will bring to the company. (Li & Bernoff 2008, 104.)

Many companies take partners for dealing with technological and marketing aspects of social media because of their lack of resources in this area. Choosing the right partners can be a difficult process. Most important is not how many features the partner has to offer or what his current know-how areas are. Technology is changing rapidly and what the partner has to offer today may not matter as much tomorrow. This is why it is essential to make sure that the partner has designed features in the past to satisfy the needs of its previous clients at the time. The partner is also more suitable if these clients are from the same industry as the company. In this situation the partner already has experience and understanding from the same field of business. Important is also to make sure that the partner understands the goals the company has planned for the future. Otherwise the company will have to clarify them over and over again after the partnership has already started. The same applies to the understanding of the company brand and the company itself. (Li & Bernoff 2008, 104, 105.)

In a way benefiting from social media especially in the B2B sector is still in a pioneer level. There are still not many forerunners or role models to help as examples. This is why it is common to face problems and make mistakes when entering social media. The most common mistakes can be put to categories in the POST method. If the project is not creating results the company should look into these categories for a second time and adjust the plan. Important is to estimate the results in the right aspect. Even if the company has reached awareness through social media it does not necessarily mean that they have gained any business value with it. Fixing the mistakes will take even more time and resources and could have been avoided with more careful planning. However because mistakes are so common and hard to be completely avoided, preparing for them is fundamental. Taking this into consideration and

appointing a managerial level person from the company to lead the social media project will be a great help when facing the problems. (Li & Bernoff 2008, 105, 106.)

Because social media in business life is still relatively new it is possible that the company's management does not take it seriously enough. Not enough effort is used to consider the effects which social media might have over the company or the entering itself is done without the needed amount of focus, time and resources. However social media is constantly becoming bigger part of people's lives and therefore gaining more importance in business life in B2C and B2B sectors. Companies have to adapt this new trend and the techniques it includes or they will be left behind. (Li & Bernoff 2008, 107, 108.)

8.2 Social media objectives suitable for customer acquisition

8.2.1 Listening

These days the brand image has gained stronger meaning in the B2B sector than what it used to have. Managers in Finland understand that with a strong brand image they can gain more competitiveness and market value and also add sales results and grow their market share. Also they see the advantages of brand in improving the company's awareness, communicating on an international level, separating from the mass and making the company image clearer. (von Herten 2006, 24, 26.)

There was a time when companies believed that using great amounts of resources and money for traditional market channels would give them the ownership over the brand. Today it is the customers who are the true owners of the brand when everyone can give their honest opinion through social media about the products or services companies are offering. This is why it is important to listen what the customers are saying. (Li & Bernoff 2008, 107, 111.)

Marketing studies are generally used to gain answers to question companies have and great amounts of money are spent when paying for different organizations which are specialized in doing these studies. However with this method the company will only gain data for the answers but will not find out what the target audience is actually thinking. The most important question might remain unasked and the people with most valuable answers may not be reached. Also the ones who most actively comment on the company's actions and solutions in social media might not be eager to answer the questionnaires. (Li & Bernoff 2008, 112, 113.)

With the power of social media companies can read what people who are interested on their solutions are actually thinking. Mostly this information can be found in form of comments and articles from different blogs and forums which are open to everyone. People are using them

as tools to advise and to give positive and also negative feedback. What makes it different from traditional marketing questionnaires is that these people are not talking to the company but to other people who are also interested in the subject. Also people who answer to questionnaires tend not to care what happens afterwards. This is not the case in social media communities where people are not just answering to questions but are talking with each other. They share their knowledge with other people who have interest in similar issues. However there are some issues to be taken into consideration when analyzing what can be found through social media. As practically anyone can say what they want through social media the ones who are the most active may not be representing the whole target audience. They are the ones who are talking but the truth is that most of the people in the internet are listening. Another issue is that there might be too much to analyze (Li & Bernoff 2008, page 114, 119). Although in the B2B sector the number of comments lowers automatically when most of the consumers are out of the picture. The consumers show considerably less interest, if the companies or the companies' solutions are not part of their everyday decisions.

To find out what people are saying in social media the company can simply type the company's name in search engine adding a word it believes people might connect to it. It is also relevant to search the company's products and services and to use different search engines. This technique is something companies can do without major effort but it does not give an accurate picture. Therefore it is recommended to use outside companies which offer professional help. There are two strategies they can use to gain better information. (Li & Bernoff 2008, 115.)

The first strategy is that they can start a closed community in social media for the company and its customers. Also the partners of the company or other organizations can be included if necessary. The idea is to have interactivity which is fluent and can be easily monitored. (Li & Bernoff 2008, page 115.)

Another strategy is to outsource the brand monitoring. This way another company will follow the different aspects of social media and reports the findings frequently. These reports can then be used for finding out what kind of problems or issues customers have. (Li & Bernoff 2008, 115)

In the B2B sector the commenting volume in social media is lower if only company representatives are included. However the company should remember that what the public is saying about them will reflect on their business. Companies specialized in B2B markets can still have products which will end up in consumer's hands. What these consumers will comment on the products will naturally have an impact on the retailer's sales. Therefore the company producing the products has to have an interest on social media thus protecting future relationships

to the retailer. This also includes B2B services. For example if an advertising agency is carrying out a campaign for the needs of another company whose customer segment is consumers then social media is an excellent way to find out how the public is reacting on the campaign.

Regardless what kind of strategy company chooses to use on listening there are always six reasons to start. The first reason is that the company can find out what its brand is meaning for the customer segment. Of course companies have planned their brand images but the way the public actually sees it may well be different and in the end the brand is what the public says it is. (Li & Bernoff 2008, 129.)

The ways how to change people's interests can be found out. This is important when wanting to know how to gain more awareness for the company but also to know what the issues people are focusing on the company are. If people are fixated on the prices of the company's products or services then the company knows what the public wants to hear. When knowing this the company can lead the discussion for its own part in social media the right way. This also offers excellent data to use in other marketing fields. (Li & Bernoff 2008, 129, 130.)

It is cheaper to use social media listening than expensive market studies. The information from social media is gathered with greater reaction speed and the questions can be asked in more extensive way. However listening to social media does not replace traditional studies. It only offers ways to gain more supplementary data after the trend has already been recognized. (Li & Bernoff 2008, 130.)

The company can look for the people which are the most influential in social media concerning its business. Finding out who these people are can be done by the company itself with systematic searching or with using an outer company as Buzzlogic which is specialized on investigating these sources. After finding the right people the company can then create relationships with them and therefore benefiting from their appreciated status in social media. (Li & Bernoff 2008, 130.)

One good reason to follow social media is to control a possible public relationship crisis. Negative feedback spreads fast in the internet even if it is true or not. It is critically important to notice if the company is under attack in social media because this requires an instant response. If fast actions are not done immediately the situation might get out of hand. (Li & Bernoff 2008, 131.)

The sixth reason is to map out new ideas for products and marketing. People who use the company's solutions might as well have potential ideas and in the end they are the ones who are using them. Even if they are not experts on the field they are the ones who have the best

practical knowledge of what the company is offering to the markets. Also because the customers represent the segment the company is trying to reach, their opinions on new marketing techniques have prospective as well. (Li & Bernoff 2008, 131.)

Those were the reasons to start listening in social media but it is also important to know how the listening is done on a practical level. First the company should identify the internet sociality profile of its customer segment therefore clarifying their participation level in social media. If the level is higher than 15 % then the brand monitoring strategy is most recommended but if it is less than 15 % using closed communities is the better option. The listening should be started in a small level but still keeping in mind to think big. The listening could first include only one of the company's brands thus avoiding unnecessary expenses. It will take some time until the company is more familiar with the listening so rushing to cover all the brands might not achieve the most potential. The fact that the team which the company has outsourced the listening to is consisted of experienced professionals should not be taken for granted. Even if the CEO knows what he or she is doing it does not mean that the rest of the team does. An efficient team is the only way to gain good results and to understand how to measure them. In the company's own staff has to be someone experienced to interpret the gathered data. This person has to combine the data from social media listening to other information from the markets. Also the worker has to stay in contact with marketing and research & development departments considering the results and needed measures. If the person is not chosen properly then the results from listening might go to waste. (Li & Bernoff 2008, 131-133.)

After the company has internalized listening as a part of doing business the organization will face changes. The power structure for instance will change when the departments and people who were dealing with traditional studies considering marketing and product development will possess less meaning. Sharing the knowledge from listening with them and other parts of the organization will smooth the change and help everyone to prepare for it. Also because social media listening revolutionizes information gathering with its fast methods and broader answers it also causes changes on the way the organization has used to deal with gathered information. There is more analyzing required and also the manager has to play a role in it. Another change takes place on the frequently done mistakes and customs which are bad for business. Complaints about them from customers may end up in social media for anyone to see and it is difficult for the company to deny them especially if it was aware of them during the whole time. In other words the company is forced to fix the situation. One change which probably will eventually happen with listening is talking. It will not be long until the company representatives will have a strong urge to say something back on comments or blog articles. It can be a concession on something positive or objection on something negative or untrue.

Nevertheless in the end the company will most likely realize that something must be also said in social media. (Li & Bernoff 2008, 133-135.)

8.2.2 Talking

The biggest difference between talking in social media and marketing in traditional one-way methods is that the latter is yelling, not talking. Traditional advertising is based on how many people it will reach and how many times. Television is a good example and its marketing results are based on masses, not so much focused target audiences. It is safe to say that this is not an efficient method for B2B marketing where the customer segments are smaller. Social media talking tends to reach exactly the right kind of people, which makes it more suitable for B2B use. But what are the options for a company to use social media? (Li & Bernoff 2008, 139.)

“Will It Blend?” is a video series done by the company Blendtec. The videos are about different everyday objects put into a Blendtec blender. Soon the videos were moved from the company’s website to Youtube and gained a great number of watchers simply because the idea was original and entertaining. The idea came from the company’s marketing director George Wright and the person in the videos doing the blending is the CEO Tom Dickson. Because of the publicity the videos received, there was a direct impact on the company’s sales. (Li & Bernoff 2008, 137, 138) This campaign was designed for consumer audience but another very similar case in the B2B sector is the “Watch It Shred made” by SSI (SSI Shredding Systems 2010). The company manufactures industrial shredders and like Blendtec it uses internet videos to demonstrate their functionality by throwing random everyday objects into them. The difference is that these objects are much bigger than the ones in “Will It Blend?” as for example pianos and couches. Although the entertainment value is less relevant in B2B than in B2C sectors it still raises awareness for the company’s solutions and in this case it also provides an opportunity for demonstration.

As the traditional yelling does not work in social media, discussion takes its place. If a company will start a blog it will receive comments. Then these comments have to be answered. In B2C blogs questions are most likely about the products but in the B2B sector questions can also be professional ones considering the field where the company is working. Consumers have less interest in the company itself as after buying the product the company generally loses its practical meaning in their lives. In the B2B sector after the purchase the business relationship between the companies is only beginning and can last for years. This is why the company is focusing on the level of its professionalism. The discussion itself will take work and time but is still done within the right audience. This also includes the ones who are not

taking part in the discussion but are nevertheless reached by this method. (Li & Bernoff 2008, 141)

There are different ways to talk in social media and one of them was already mentioned earlier. The “Will It Blend?” and “Watch It Shred” videos represent viral marketing. Its content is often entertaining or interesting in other ways and therefore people tend to spread it generously. Another good example in the B2B sector is “Greg the Architect”. This video series is produced by Tibcon and shows humorous content on a special website and in Youtube dealing with service-oriented architecture solutions. Anyone who does not understand the terms said in the videos will not most likely get much out of them. From the marketing point of view it does not matter as the campaign is meant for professionals working in different companies. The reason why it attracts these people is simple. “Greg the Architect” offers a way for IT professionals to relate to it. It shows issues which are familiar to these people and it does it with comedy. The audience focusing can be seen from a relatively low ratio concerning watchers when comparing to “Will it Blend?”. There is also a web comic about “Greg the Architect” supporting the concept on the same webpage where the videos can be seen. (Li & Bernoff 2008, 142,143; Greg the Architec 2008; The Greg Srip 2008.)

The main aspect of this kind of viral marketing is to attract viewers to other fields of social media where the company is active. This way the company gains interactivity with them. Another aspect is to get them spread the context to other people who are most likely also interested in it. In the B2B point of view it most likely means that a worker finds something interesting and forwards it to the manager. (Li & Bernoff 2008, 144.)

Using communities in social media for B2B use should be considered before making the decision. The answer whether to use them or not can be found from the company’s markets. This can be done by defining their social technographics profiles. Naturally the factor which matters the most is how many of them are joiners. If there is plenty of them starting a community makes sense and can gain success. However the company should look into the communities where its markets may already be. Sponsoring an already existing community would be a cheaper option and could also take less time to be part of. This way the company would not have to compete with other communities. The problem with this option is that the company would not have as much control over the community as if it would create its own. (Li & Bernoff 2008, 165, 166.)

Nevertheless if the company chooses to start a new community it should think about different ways and subjects to create interest in its markets. If this is not carried out properly then even the ones who have joined it would not spend much time on it therefore minimizing its potential. The company should define their objectives of using communities. Calculating the

possible success for example in customer acquisition should be done before starting. As in the B2B sector gaining only one new customer in most cases leads to significant profits, starting a community can make sense. Not to be able to maintain the community in the long run can actually have a negative impact on the company's business. Starting a community is remarkable easy but still not enough. There has to be fresh ideas and context to support the interest of its members therefore securing the community's success. It is a mistake to reduce the effort when everything is going well and the company is feeling secure. Taking a break in this kind of situation might lead to loss of members to another community which is most likely very similar to the one the company has. Even if the joiners are still members it does not mean that they have shown any interest for the community for a long time. (Li & Bernoff 2008, 165, 166)

Social networks in the internet are becoming more and more popular. People join them to be able to keep in contact with their friends and family and it also creates a field to gain new contacts. Also these days adults are beginning to be part of these networks which can also include corporate managers. However to be able to know if the company should enter social networks there are some issues to consider first. The amount of joiners on the field which the company is trying to reach can be seen with the social technographics profile tool. If the percentage is less than 50 % then using social networks is not necessarily sensible. According to the tool the average percentage of joiners in the B2B field is 29 % and maximum 38 % in major software companies. Nevertheless this is the situation today and the potential is growing. Another issue to consider is the brand's popularity. If the company has one or several brands which are popular entering social networks will be easier. If this is not the case focusing on one brand and building its awareness is the key. The company should also look if their brands are already represented in social networks by someone outside the company. First the idea that someone else has been marketing the company might seem scary as they have had no control over it but if it has been successful then the company can cooperate with this person. (Li & Bernoff 2008, 146-148.)

When the entering of social networks has been done it is essential to maintain the interactivity of it. The company has to consider what kind of messages it is going to send to the members and also how it is going to react to the ones the members send. There is no whispering in social networks as wall posts are seen by every single one of its members. Although some of the messages are sent only between one member and the company there is no way of telling if that person is going to publish the conversation to everyone else. This is why social network commenting should be treated with the same attitude as on the company's own website. (Li & Bernoff 2008, page 148, 149.)

Especially if the company's brand is not strong enough or if there is not enough joiners on the segment which the company is trying reach then another way to talk in social media is blogging. In the B2B sector it offers an excellent way for corporate professionals to share information through discussion. In blogging the idea is not to create one brilliant publication which would spread over the web but to have a platform for interactivity. What the writer publishes on the blog should not be done with long and hard consideration as it would only slow down the reaction time. (Li & Bernoff 2008, 149.)

The right ways of talking for the company can be seen from the problems it has with communicating. If the problem is awareness then using viral marketing is the key. If done correctly it will help the company to stand out from the crowd but the problem is that it needs an excellent idea to be able to work. It will need enough imagination from the company to create something which will be so entertaining or interesting that the viewers are willing to send it to others. (Li & Bernoff 2008, 167.)

When the problem is that people are not recommending the company or its solutions enough then social networks can help. Although as pointed out before this solution is not yet as profitable in the B2B sector as it could be. Today the recommendations in the web which matter the most in the B2B sector are the references which can be found from the company's own website. (Li & Bernoff 2008, 168.)

When the company's problem is caused by having too complex solutions which are difficult to explain and they have a broad selection of customer segments then blogs are the best way to go. With blogging there is simply enough room, time and opportunities to go into details. It offers an opportunity to help the potential customer to find what he or she is looking for and also makes it also makes it possible for customers to comment on the solutions they have been using. These comments are a great help for others to find the blog through search engines when looking for similar complex products and services. (Li & Bernoff 2008, 168.)

When the company's customer segment tends to stay in inside groups and is therefore hard to reach then starting a community offers the best solution. This way the segment can start its group on a platform the company is offering thus including the company as an important inside member. (Li & Bernoff 2008, 168.)

8.2.3 Energizing

Energizing in social media means getting the most committed customers to talk about the company and its solutions. In the B2B sector the commitment level is naturally high and there are considerably few customers when comparing to the B2C sector so choosing should not be

a problem. Activating is an extremely effective way to do marketing and the reason for it is simple. Because no-one assumes that companies would tell of possible negative experiences their products or services might have caused, it is the customer whose word people trust the most. The most potential groups for activating are the creators and critics (Li & Bernoff 2008, 175). The percentage of them in the B2B sector is even greater than in the B2C sector where already every sixth consumer is a creator (Forrester Research 2009; Ramos & Young 2009.)

There are three basic ways to activate a company's customers. One possibility is to offer opportunity for the customer to evaluate the products, services or other aspects of the company's business such as customer service. Another way is to start a community for the customers (Li & Bernoff 2008, 179). This is most suitable for B2B use as the members are working in a same field and are sharing the company's solutions. Also because customer relationships in the B2B sector are lasting for a long time there is an opportunity for this. The third method is taking part in other online communities where customers already are and activating them there. (Li & Bernoff 2008, 180).

Activating with offering evaluation is still profitable even if some of the feedback is negative. This is because without someone saying something negative the positive evaluations would lose effect. Bringing both aspects will bring the credibility the company needs. In the B2B sector when companies producing consumer products are looking for new retailers, they need to take into account what the end-users or the consumers are saying about their products. The evaluations can show the possible retailers that the product is respected in the market and if it is not then the producing company can make improvements based on the evaluations. (Li & Bernoff 2008, 185-187.)

An example of energizing with the use of communities is Constant Contact which helps small companies to keep in contact with their customers through email. The idea in this case came from the fact that the company already had meetings with around ten of its customers in the same time. These customers enjoyed talking to each other and there was no reason that this would not work in a social community. The strategy was to get already existing customers to get new small businesses to join the service and this was done with a small inducement for both the customer and the joiner. The customers could then use the community to give advices to each other and brag of their success on the projects Constant Contact had been part of. (Li & Bernoff 2008, 187, 188.)

Having a group spirit is a benefit for B2B communities. The members all share the same kind of goals and are most likely all working in the same kind of business field. In other words they have a lot of similarities which brings them together. Using communities in social network and especially in energizing is very useful and functional. (Li & Bernoff 2008, 191, 192.)

Energizing people in already existing communities which are dedicated for the company or its solutions is not difficult. The interest is already there and the community is working without any extra effort of the company. What the company can do to energize the members is to offer the leading ones perks and titles which are especially meaningful for them in exchange that they become even more active than they already are. The perks and especially the titles will give the chosen members acknowledgement and respect from the other members of the community (Li & Bernoff 2008, 185, 193, 194). This most likely means giving away some of the company's products or services for free which is more economic solution than paying them salary. From the B2B point of view giving away the company's solutions without financial payment might not be profitable but instead the company can offer technical or other support for the special members in order to energize them.

Energizing will change the company as the activated people will expect it to offer them new updated information and to stay in contact with them regularly. The company will become dependent on the activated people who are representing it in social media. This means that they have to be kept satisfied and loyal. Keeping good relationships is important as the company cannot simply lay them off if wanted. If an activated person would start criticising the company and its solutions then the company could only listen and act accordingly. Getting rid of unwanted critics would harm the company's credibility and the person could easily continue criticising in other parts of social media. The more people are activated to talk for the company in social media the less control the company has over its brand. (Li & Bernoff 2008, 198-200.)

8.3 Blogs

A web log (blog) is in some parts similar to the company's official website. A blog actually is a website where it is possible to publish text and also multimedia material like pictures or videos. The published material is presented in a chronological order in a way that the newest release is in the top part of the site. The readers can then comment the publications which is essential for the interactive nature of blogs although not all blogs have the commenting possibility. (Alasilta 2009, 20.)

Essential for blogs is the simplicity. Many websites these days are complex as the publishing technology has improved over the years. In comparison to these, blogs are easy to create and to maintain without expert knowledge and they are also clearer for the readers. This is why basically anyone can start a blog including small companies. (Alasilta 2009, 26.)

More frequent updating will bring more readers. Unfortunately when it comes to business blogs the writers are often managerial or other professional people whose time will not necessarily be enough for maintaining a blog. This is why using several writers is a good idea because that way the blog can be updated more often without taking too much time of one individual. (Alasilta 2009, 20.)

Blogs offer an effective and low-cost or even cost-free method for marketing company's products and services online. When using a blog the company gains a channel for conversation considering its field of business. This is if the blog contains a possibility for readers to leave comments. Open conversation for anyone to see makes it possible to receive feedback from customers or potential customers. If there are some negative comments the company can answer to them therefore protecting its reputation. This is an excellent way to also correct any misunderstandings the public might have of the company's business, especially if the company was not even aware of the existing misconception. (Juslén 2009, 205, 206.)

With conversation the company can create new relationships to the professionals who leave comments on the blog. This does not only concern the decision-makers who take part in the conversation but also the ones who read the blog. If the company can create conversation with well-known and appreciated professionals in the company's favour then the organizations working on that field of business will also start to show more interest towards the company. Later this might lead to gaining new customers. (Juslén 2009, 206.)

The more conversation there is in the blog the better changes there are that search engines will notice it therefore lifting it up in the search results. This will bring even more visitors to the blog and also create awareness for the company's website. (Juslén 2009, 206.)

Unlike more traditional marketing techniques blogs are not outbound marketing. This means that blogs are to be found when already having interest in the subject which the blogs are dealing with. The idea after all is not to get as much of people as possible to visit the blog, but to get the ones for whom the blog is actually offering something and furthermore the ones who have something to offer for the blogger. Trying to get everyone to visit the blog would be a waste of resources and could attract people who have very little to comment to the blog but comment anyway. This would only decrease the professional look of the blog. (Juslén 2009, 206.)

A well carried out blog is an excellent way of gaining reputation of being an expert on the company's field of business. This is naturally positive in every way for the company. As an example potential customers will show more interest towards the company when considering

new suppliers. In other aspects professionalism will also attract new business partners and workforce. (Juslén 2009, 207.)

Other blogs dealing with similar issues should also be taken into consideration, especially if their ideas and opinions are different. There is a good chance that this might cause debating but if handled correctly it will bring appreciation from the blogging community and the readers. (Juslén 2009, 209.)

Even though blogs can be used on marketing they do not have to look anything like traditional marketing. The purpose is not to repeat marketing slogans over and over again but to offer something actually useful for the reader. Their problems can be seen from the comments they leave. Blogs also offer an opportunity to tell about the company in more comprehensive way because the writer does not have to fit the message in a small space. This way the potential customers can have access to more specific information of the company and its products and services which will help them to make a decision whether to do business with the company or not. (Juslén 2009, 206, 207.)

Although it is very simple and easy to start a blog it can be a difficult process when using it for marketing purposes. It takes time from the writer to maintain a blog frequently. Although it can be as little as one hour for each week it can still easily be too much for busy professional in a managing position. Without enough effort the blog will not succeed. (Juslén 2009, 207, 208.)

Before even starting the blog the writer should think who the people the blog is meant for are. After figuring this out the writer can think what kind of informational needs they might have. Then the writer can think of subjects to write about in areas which include the solutions the company is offering to the market. This way the published material is interesting to the right audience and is also giving marketing value. In other words the blog should not only be meant to be interesting to the company's customer segment and neither should it only be made to talk about the company's business solutions. (Juslén 2009, 209.)

Writing a blog should not be something done by force. The writer has to have a genuine interest in the subject which the blog is about if wanting to create something actually interesting. If the writer has passion for the subject it will surely be shown in the published material. (Juslén 2009, 210.)

Also a writer's personality can be shown in the blog. Even if the blog is done for a company it is still written by a person. This means that the written language does not have to be highly official. The blog can be written in more relaxed and casual way than the company's other

publications. Bringing the writers personality to the blog will make it more easy and interesting to read. This is especially if the maker of the blog is a naturally gifted writer and of course an interesting person. (Juslén 2009, 210, 211.)

When writing a blog there are some issues to be considered, as for example the blog should be written in Finnish if the audience is consisted only by people who speak it. If the blog is written in English it will only look strange if there is no real reason for it. Also even if in Finland there are plenty of people who do understand English there are still some people who do not (Isokangas & Vassinen 2010, 215), some even in management positions. Using English would only cut down these readers.

As mentioned before the language used in blogs can be in a relatively casual way. However this does not mean that the language can be done in just any way. The writer does not have to focus so much on correcting spelling mistakes but if there are too many the readers might see it as a problem. It might take the reader's attention from the message itself if the typos are too obvious and repeating. (Isokangas & Vassinen 2010, 215.)

The blogs done to attract other companies are meant to be read by professionals. This does not necessarily mean that the blog should only contain professional terms in every possible part of the text. After a certain point it stops proving that the writer is familiar with these terms and will only make the text more difficult to read. (Isokangas & Vassinen 2010, 216.)

The publications in the blog should not contain everything of the subject. The writer has to think what the readers want to hear and leave room for discussion. Also the main message would be easily lost if the text would cover a too wide area. (Isokangas & Vassinen 2010, 216.)

The internet offers so much information that the users are used to read short texts. If the readers cannot find what they want shortly after opening the website they usually just move to the next one. For this reason blogs should be written with many subtitles and only with few sentences between them. This will make the text easier to read and it also makes it easier to find out what it is about before actual reading it. Using lists in the text will help the reader as they are easy and fast to glance through. Also the length of the text should not be too long. Before publishing the text the writer should go through it and consider if it could be written in a shorter way. (Isokangas & Vassinen 2010, 216, 218.)

Typography can be applied to the text in many ways but only if it is done with consistency. Using it too much will only make the text more difficult to read and simply makes it look unprofessional. (Isokangas & Vassinen 2010, 216.)

Earlier in the text was mentioned that writing a blog might create a debate with other bloggers. Here it is important to understand that bringing own opinions should not be done in an arrogant way. If not agreeing with someone the response should be written with respect towards the other writer and not with an overconfident attitude. This might cause a negative image for the writer which will reflect to the company he or she is representing. Also attacking the other writer on a personal level will not do any good for anyone. Enemies created in the web will not go away easily. (Isokangas & Vassinen 2010, 217.)

Even if the idea of publishing something in the internet feels more save when done anonymously the message will always be more effective if the person's real name or at least an easily recognized pseudonym is used. This will give the message trustworthiness when the readers can see that the writer is standing behind the message with his or her real name. (Isokangas & Vassinen 2010, 217.)

8.3.1 Starting a blog

There are two options where the blog can be located. Choices are an already existing domain platform or the company's own domain. Although using an already existing platform is the simplest, easiest and cheapest choice a company blog should be placed in a domain specially created for it. Using an own domain will give a more professional look to the blog and if using an outsider domain there will not be as much technical opportunities as the company might eventually need. Even if a company would decide to start with an outsider domain it would most likely become clear that there would be a need to change it to the company's own one. (Juslén 2009, 212, 213.)

The marketing value which comes from blogs is based on the reputation which they create. Gaining reputation happens when the readers share links and bookmarks to the blog and discuss about it in general. If the company would change the domain of the blog the already shared links and bookmarks would not lead to the new domain but to the old one. This would weaken the marketing value which has already been gained. For this reason company blogs should originally be started on their own domain. (Juslén 2009, 214, 215.)

Also from the technical aspect using an outsider domain is not a good idea on the long sight. They are often meant for private bloggers and not for organizations. Company blogs will require functions for spreading their content especially after blogging for a long time. Outsider domains do not offer these functions in a way which would help the company to gain as much of internet reputation as possible. (Juslén 2009, 215.)

8.3.2 How to write a blog

The problem with writing is that it does not have the same means of communication as it has with talking. If the writer tries to use irony in the text there is a good possibility that the reader will not understand it. This might make the message of the text less easy to understand or even turn its meaning upside down (Isokangas & Vassinen 2010, 217). Although nowadays a certain American company has designed a special mark which is supposed to tell when a person is being sarcastic. (Iltalehti 2010.)

There are also other ways for the writer to let the reader know in what tone the text is written. Most commonly these are smiley faces but if the writer wants to hold on to any professionalism there will not be a single one of them in the text. Also abbreviations as LOL (laughing out loud) are something which could be left out from a company's blog. Professional abbreviations can be used if the writer can be certain that the readers can understand them. Just to be on the sure side they should be explained when first mentioned. Using only capital letters will naturally give an image of yelling even if the writer's purpose is to create more attention on particular part of the text. In B2B blogs this again does not give a professional look and the writer should consider other ways to create more attention on the parts of the text he or she desires. The same applies to the unnecessary use of punctuation marks. (Isokangas & Vassinen 2010, 217, 218.)

The writer should go through the text before publishing it. This is done of course so that there are not too obvious mistakes in the text and also to make sure that the text is not repeating itself. Another reason is so that the writer will think twice before publishing the text. Maybe the text was written when having a bad day and under negative emotions and the writer would only regret it later if publishing it. (Isokangas & Vassinen 2010, 218.)

Because of the reality time of blogging there usually is not much time for writing. Creating material to publish in a blog should not take too much time and recourses but the outcome should still gain the wanted reaction of the reader. This is why it is important to be familiar with different methods of writing and applying them depending on the writing task. (Isokangas & Vassinen 2010, 218.)

First defining goal, receiver and the heart of the message will make it clearer to do the text itself. Then the writer can carry out the writing without concentrating too much on the details. This will lead to an unfinished version which only needs to be clarified on the mistakes and style. (Isokangas & Vassinen 2010, 219.)

The pyramid model means that the most important factors on the text are mentioned first. First concentrating on the title and then continuing with the main aspects. Then in the end part less essential issues are mentioned. The main purpose of the last part of the text is to clarify already mentioned issues focusing on the details. (Isokangas & Vassinen 2010, 219.)

Especially blogging is about reacting to already existing issues. There are often several current matters from which the blogger can choose to write about. This will bring a new angle of approach to an issue the public is already interested in. If the writer would first try to approach the issue with too wide range the text would have a lack of focus. (Isokangas & Vassinen 2010, 219.)

Trying to find a topic to write about is not always easy. The writer should then try to think of some kind of detail which seems interesting and then build the text around it. This might lead to a whole new issue which the writer did not think about first. (Isokangas & Vassinen 2010, 219.)

The publication in a blog does not have to be perfect. If the writer tries to reach perfection every time it will only lead to too much time consumption and therefore less material to the blog. The message should be the most important not the way it is brought up. (Isokangas & Vassinen 2010, 219.)

There are millions of blogs in internet available for the public to choose from (Weber 2009, 167). This makes it difficult for one individual blog to stand out from the crowd. In B2B blogs the situation is different as the bloggers do not try to reach large audiences but only professionals and decision makers from other organizations. B2B bloggers can therefore focus on writing what they know best and not try to reach large audiences. The more specific the subject of the blog is less similar blogs are there available for reading. (Juslén 2009, 228.)

8.3.3 Writer of the blog

The most effective way to gain attention from the business world is if the blog's writer is the CEO or owner of the company. Unfortunately these are the people who are often the busiest in the whole company but when it comes to blogging it is not necessarily a problem. Because of their high position the readers maintain their interest even if the blog writings do not occur every week. If the uploading of a text will be done only once a month it will be enough. The timetable is not the only issue which the company's CEO and owner has to consider. The content of the publications on blogs can be limited by official regulations especially with listed companies. (Juslén 2009, 215, 216.)

If the company's blogger is a person in high position he or she can use an assistant for keeping the blog active. Even if the blog's writer is an expert on the blog's subject he or she does not necessarily have the needed skills or background for blogging. The assistant can deal with more practical and technical issues but also take part on the writing itself if needed. (Juslén 2009, 216.)

The company's blog can be written by several members of the managing group. In this case it is also possible that each member has his or her own blog based on the expert area of the writer. These blogs should not be based on the writer's personality as it can be possible that the writer will change position inside the company and another expert will continue the same blog. Therefore the blogs should be subject-oriented so that they can be easily continued by other people. (Juslén 2009, 216.)

Company's blog does not necessarily have to be written by the managers. There can also be a special group in the organization which is responsible for doing the blog and keeping it active. As the blog is meant to bring marketing value for the company the marketing department is the most obvious choice. This does not necessarily mean that they will be the ones to do the blog itself but it is in their responsibility to make sure that the writer or writers have clear picture what the blog is supposed to be about. This includes the goals, manners for communication and the line of contents. The writers may not even be working inside the company. They can be for example the company's customers or other professionals. This makes it even more important to stay in contact with them and making sure that they understand the responsibilities coming from representing the company. Also feedback is essential for improving the results. (Juslén 2009, 216, 217.)

If the company wants to play it safer the blog can first be open only for the company's own employees. Then when the blog is verified to be ready for the public eye it can be published. Also this way the bloggers have less pressure for writing which will help to get the blog started. (Juslén 2009, 217.)

One way for the company to do its blogging is to encourage all the employees to do it. Although this is not recommended as it might be impossible to control every one of these blogs. There are also security risks concerning general information protection and business secrets. However if it is still the company's choice then one way to carry it out is to start with a small group of employees and later on open the possibility for the others (Juslén 2009, 217.)

Although company blogs are not generally used for the direct promote of sales they can have a supporting role on gaining specific sales goals. These can be for example informing of different events which promote sales. The blog then works as a platform for discussion of events

details and creates more attention for it. Promoting the event in a blog has to be started early to ensure that it will reach the audience in time. It can also be more effective if the event will have its own blog. (Juslén 2009, 218.)

8.3.4 Most common mistakes with blogging

A blog is started before getting familiar with other blogs. If a company is interested in starting its own blog the first thing is to go through other blogs in the same business field. This does not mean only searching for these blogs few times in the internet but to follow them frequently for some time and even leaving comments on them. Then it will become clearer how the company will carry out its own blog or if there actually is even need to execute it at all. (Juslén 2009, 222, 223.)

Simply not publishing anything for the blog can be a problem when the material is often left in a sketch phase. Better determination in publishing is achieved by setting up a clear direction on what the published material is supposed to be. Too much hesitation will leave everything half-way done. (Juslén 2009, 223.)

Too much effort can be put on the appearance of the blog and not to the content itself. Here it is essential to remember that blogs are for communication and everything else is extra. Especially when starting a blog the main focus should be on the content. (Juslén 2009, 224.)

A blog is mainly been used to promote the company's products and services. This will turn the blog into a traditional advertisement and it is not surprising if people will not visit it and therefore it does not bring any marketing value. Blogging is supposed to offer information and entertainment which is interesting for the target audience. (Juslén 2009, 224.)

The blog can turn into a one way channel for marketing. This is especially if the blog does not even have an option to leave comments. Once again there has to be mentioned that a blog offers interactivity with people who can be potential customers and it works best when there is room for discussion. Sharing point of views and opinions can lead to contacts which later may become new customers. (Juslén 2009, 224, 225.)

If nobody knows of the blogs existence there naturally will not be any visitors either. A link to the company's blog should therefore be added to all sent emails and the company's website. Also using different networking services as Facebook or LinkedIn to spread the awareness of the blog is effective. (Juslén 2009, 225, 226.)

Many bloggers will quit after some weeks when noticing that the blog is not gathering enough visitors. This is why it is important to remember that the advantages of blogging are based on persistent activity and are shown mainly over a long-term period of time. The snowballing effect in gaining internet reputation will take time and the blogger should spend at least six months with the blog before even thinking of quitting. (Juslén 2009, 226.)

The blogger can get too excited with different applications which are possible to attach to the blog. Even if adding some kind of clever looking application is possible it does not mean that it will bring any extra value for the blog and it might only make the blog look unprofessional. The blogger should take them into consideration only after the blog has gained stronger foothold and it is clearer what kind of applications are suitable for the blog. (Juslén 2009, 226, 227.)

8.4 Advantages and disadvantages

The advantage social media offers which can be found from the earlier part of the thesis is the open conversation which can add extra value to the company's reputation. If a company gains positive feedback from the ones who have used their solutions then this creates appreciation and trust which helps to gain new customers. Also if the company listens in social media it can gain valuable information of what the customer segment wishes from their solutions. This can be applied to the improvement of the products and services and also to develop the approach in customer acquisition. With talking the company can promote its solutions in an open discussion and also correct any misunderstanding the public might have of its business. Activating people to talk about the company works well in getting outside opinions for the customer segment to see. These fans can be for example customers or other professionals. Also students can be included as they can bring new academic information and in the long run they and their fellow students might represent the future customers.

One of the disadvantages which can be seen from the earlier part of the thesis is that being part of social media takes time and effort. If a company spends too few resources on it then the results will be minor. Also with social media the company has to be very careful what they choose to publish. Getting into an argument and losing temper might lead to a content which can be harmful for the company brand. Even if this would happen in the company's own blog where the comments could be deleted, censoring comments might draw even more attention on the incident. These same comments can later be rewritten and referred by someone else to another part of the web where the discussion can continue.

9 Interviews

I interviewed three professionals from two separate companies for my thesis. My first interviewee was Severi Brandt who is the Creative Director in the advertisement department in Micromedia Ltd. I choose to interview him as the thesis is done for the same company and the subject is related to his work position. Mr Brandt was interviewed in two separate parts. The first interview had questions from a general point of view of the subject of my thesis because at the time I had just started writing and I was still gathering data. The second interview's purpose was to go through some example cases which Micromedia had done over the years. This interview was not recorded and cannot be found separately from the text. However the example cases can be found from this thesis in parts where they have relevance. The other two interviewed professionals consist of a CEO and technical expert who both work in a same advertising agency in Helsinki. Both of these interviews were done in a later part of my project. Next I will go through each interview showing what kind of questions I asked and explaining why. I will also explain in short about Micromedia and its business. I have used few parts of the interviews in some other sections of the thesis.

Micromedia Ltd is located in Helsinki and is owned by the CEO Esko Reinonpoika Alanko. The company was started in 1978 and has now approximately 60 employees. The main aspect of the company's business is to create sales and results for other companies which have choose to use their services. Micromedia offers customized solutions from planning to implementation for its customers considering traditional media and also new media. The company creates leads and client meetings for its customers and offers design, printing, posting, storing and material management in marketing (Micromedia 2010). Micromedia's professionals use the company's address database as a great help when reaching the segments for its customers. The database includes contact information of 400 000 decision makers and 170 000 places of businesses. (Micromedia, Osoitepankki, 2010.)

I choose to interview professionals from an advertising agency because part of the work which their company does is internet marketing in the B2B sector. This makes them an ideal source of information considering the subject of my thesis. From the CEO of the agency I received answers considering the subject in general. The technical expert gave me specific information of the web marketing tools and how they differ in B2B when comparing to B2C use.

9.1 Micromedia's Creative Director of advertisement department Severi Brandt

As mentioned before this interview took place when I was still in very early stage of writing my thesis and therefore the questions dealt my subject in a broad way. This can be seen directly from my first question which was about the importance of internet in B2B customer

acquisition. The question was naturally essential for my thesis as I wanted to find out what was the level of appreciation of it for decision makers in the B2B sector. Mr Brandt explained to me that the tools internet offers are not as effective as posting traditional printed material such as direct marketing mails. This is the case at least if used as a first contact to the decision maker. However internet applications work better when reaching people who have already been contacted in the past.

I was also interested to know what the different tools are which internet offers in the B2B sector when reaching for new potential customers. I was already aware of different options which can be used but part of the question concerned also the popularity of different tools. The answer was that emails are still the most commonly used as they offer the possibility for personal contact. This cannot be done for example with campaign websites, banners or blogs which work more as support for campaigns.

As creating a website is the first action which companies do when entering the internet I wanted to know what kind of factors affect on the site's appearance in the B2B sector. One is remembering to use the same kind of visual look which can be found from different material a company is already using. These can be for example business cards or official forms. Another factor to consider is that the internet limits some of the options in use of colours and typography.

One of my questions was about the direction of B2B web marketing. Here Mr Brandt said that in many cases for example in email contacting it is not the targeted decision maker who reads the email but for instance his or her secretary. In these cases the email might not get through to the person it was meant for. Another aspect is that the decision makers often go through the web searching for relevant information of different researches and studies. For this reason the marketing in the web should offer this kind of data to attract new customers.

I wanted to know what is the benefit the internet has in marketing when comparing to other techniques. The main benefit is not the efficiency on getting results but the accountability which internet marketing offers. This means for example clicking ratio and knowing who the people are who have entered the websites. In generally some cases there can be plenty of visitors on websites but only few people who actually are activated through it. For a company fixing this problem can be challenging.

Internet marketing can be a difficult and challenging process and this why I wanted to know what kind of problems companies face when carrying it out. From the designers point of view it is how to get people to activate. This is a challenge as people are used of seeing different advertisements and receiving contacts in the internet and this is why it is difficult to stand

out. The key is to reach people with as simple content as possible. The simpler the content is the better it works. I also wanted to know what kind of developments there has been in internet marketing. One is that today the segments can be found from many specially targeted internet communities. These people can then be contacted with focused messages.

I wanted to hear Mr Brandt's advice for small and medium sized businesses when starting marketing in the internet because this is the group who I have intended my thesis for. The advice was to start with creating a website for the company. The site should include at least the contact information and address and the appearance should be carried out in a way that it will give a professional look for the future partners and customers to see. The search engines should be taken into consideration already when planning the site. This means focusing on the text and especially on the headlines and not forgetting that search engines do not identify pictures.

My last question was about how aggressively the B2B marketing can be done in the internet. Can the campaigns be done in a way which will appeal to a small group but cause resentment from others? Mr Brandt's answer was that companies should rather use humour and positive images for reaching people through the internet and that campaigns which will irritate and shock people work even less frequently in the internet than in traditional marketing. People tend to see matters as the way they are and this is why black humour does not often work in internet marketing.

From the other interview which I had with Mr. Brandt I gained example cases which Micromedia have done for other companies. I saw it integral to obtain this kind of material as it brings value in practical level for my thesis. One of the cases which I have used in other part of my work is an internet application which makes it possible for the page visitors to see exactly how the solutions they offer will bring value for their business.

9.2 CEO of the advertising company

Some of the questions which I did in this interview were similar to the ones which I had earlier asked from Severi Brandt. I choose to do this as I wanted to receive more boarder picture of the subject with gathering information from more than one interview. However new questions were naturally also made which I was able to do because at this time I already had gained better knowledge of the subject of my thesis. The answer to the question of how major role does web customer acquisition have in the B2B sector was that it can be greater when starting a new campaign as then often all tools of marketing communication are taken into use. The results themselves can be difficult to see because web marketing is about creating brand awareness and about years of customer commitment and construction of opinions. This

is because only in rare cases the actual B2B sales are done in web. The communication in web which companies have is based on company image and the business cases it has done over time. It is actually the sales department which has to be responsible for B2B web marketing as it brings the needed sales knowhow which is needed to deal with the decision makers.

The classic company website is purely a generic way to represent the company and its annual report and is not a very active channel for sales. Situation can be different in a B2B campaign website which is limited to a focused segment and there the company's products or services can be shown in very sales oriented manner. The ways to gain visitors to the campaign site can be done with the use of html letters or traditional direct marketing mails which encourages people to explore the site. Using banners can be troublesome as the segments in B2B can be consisted of only couple of hundred companies. It works better in situations where the line between B2B and B2C is faint. However these days it is possible to target the banners in sites which are B2B oriented and are meant for special business fields. For example banners can be placed in sites which are offered by Talentum Plc.

I inquired how web marketing in B2B is applied to other marketing fields and medias. Print marketing is more image oriented than web marketing which again is more tactical. This is the case as a company can ad advertisements in a traditional print media but can also place banners in the same media publisher's web version to gain clicks. However it can be challenging to move from one media to another. B2B events are often used when creating content to web media. This is because for a company events can be the most expensive, most valuable and maybe even at least at first the only channel for advertising. With the use of campaign websites and electronic direct mails a company can bring the atmosphere of the event to those who have not been able to attend. This way more potential customers can experience the brand.

I asked about the direction of B2B web marketing as I did earlier with Micromedia's Creative Director of advertisement. The CEO told me that what companies many times try to create are web forums where students, decision makers and other professionals of a specific field could interact. However only in rare cases these have worked. Another aspect which companies have considered for years in B2B web communication is recruitment. Many companies place job ads to recruiting websites also from the point of view that the jobseekers might one day represent the customers segment.

Of the size of budgets in B2B web marketing the CEO mentioned that they are often rather small as it is difficult to define what kind of results have been achieved through web obligations. This is the case as in most times companies sales department is the one to close the sale. Budgets are therefore challenging and are constantly aimed to be improved.

The problem B2B web marketing faces and which had not already been brought up during the interview is that companies often do not know how to buy web marketing. These days companies do know how to buy print and other traditional marketing but web methods are still rather new for them. Also there is a problem with focusing when it comes to direct marketing in the web as the company has to know where to receive potential customers to its register. If a company has the contact information of certain people from another company then in what ways their colleagues can also be reached. Mass media cannot be used as it is too expensive and would reach mostly people who are not on the segment at all. In addition always updating and gaining new knowledge and knowhow is a constant issue which companies have to consider in web media and of course in media in general as rarely only one is been used.

As it already had been brought up that emails play a great importance in B2B I wanted to ask about this with a separate question. The answer was that when it comes especially to email marketing in B2B then it is thought to be one of the most important substitutes for the use of banners when reaching for people who have already showed interest towards the company. With direct emails the segment can be reach without bothering them too much. Although how much people get bothered is always relative. However B2B emails are very common and they do not provoke the receiver the same way as they might do in B2C sector. The receiver of the email instantly knows why the email has been send and from where.

The advices The CEO wanted to give to B2B SMEs when entering the web were to start with considering the customer segment of their products or services and continuing from there. With no doubt the website has to be in order and updated. The content has to have success stories of excellent B2B customer relationships from the past. This is because when a decision maker has entered the site the decision of buying might be close. This applies especially if the purchase can be on online like in some rare cases even in B2B sector. For example some training companies offer this option.

I also asked about the role of internationality in B2B web marketing. The internationality level of a company has importance when entering other countries in a search of new B2B customers with the use of web. Is the company an international network, is it depending on its partners or does the company has its own offices in several countries? Also the customer segments have to be considered individually in each country. If the company is a part of an international network then the segment is consisted of the networks retailers and then the message has to be created in a completely different way.

9.3 Technical expert of the advertising agency

My first question considered the tools which are commonly used to create websites for companies. These are some of the Adobe programs which are Photoshop, Dreamweaver and Flash. Photoshop is commonly used for creating the layouts as when Dreamweaver offers a great assistance for coding the site. Although in most cases professional coders tend not to use it and write the code straight to the texture. Flash is naturally used to create flash sites and with Illustrator there can be created vectors and free shapes which can be imported to the layouts in Photoshop or straight into Flash. These can be used to create campaign websites but also different content such as games for drawing attention to the sites. The way the end results differs in B2B sector when comparing to B2C is that visual look is clearer and the outcome itself of course depends on the content and purpose of the created material. Otherwise the same tools can be used in B2B as in B2C.

I also wanted to know what kind of technical skills a company has to have in order to do web marketing. The Expert said that considering websites there has to be at least some amount of coding as the outcome should always be a html/xhtml site. However for example when maintaining a blog the blog itself can be created with various content manage systems (CMS) and the company can then update the text without the requirement of any expert skills. The most known and commonly used systems are WordPress, Joomla, Drupal, phpBB and moodle.

The programs which are used especially to create banners are Flash and Photoshop. If done with Photoshop a banner can be static or animated GIF, which is frame by frame pixel animation. A banner done with flash can have various interactive features for example vector or pixel animations or video and Actionscript coded interactive navigations.

My last question considered how search engines are taken into account when designing company websites. In the beginning a company should make a decision whether to use a media agency which is specialized on search engine optimizing or to carry it out independently. If a company chooses to do it without outside help then Google Analytics can be used to monitor the visitors and also its code can be inserted into the site's HTML. Also the search words which will help the site to be found from Google have to be pondered.

10 Conclusions

During the work process in doing this thesis I have learned much of the use of the internet in B2B customer acquisition in general and also in details. I have gone through several sources from literature and the internet and I have also talked with different professionals in the field of my subject. From there I have combined a broader view of the potential the internet offers in business life. The fact is that the internet is so wide that it requires the knowhow to use the tools it offers to be able to gain the best possible results.

As internet marketing and communicating has developed in more focused direction the use of emails has changed occurring to it. Impersonal mass email campaigns can bring results only in a very small scale. Emails especially in B2B contacting should be dealt as a part of a larger campaign. If used as a first contact they should lead the receiver to the company's website or campaign website to see more detailed information. This also applies in the offline world as for example in marketing events.

The content of the email should of course be formal but if it is based on an earlier contact then it can be adjusted in more personal way. This will ensure a better chance for it to be read and then reacted to. With the small customer segments in the B2B markets the email contacting should not be executed with carelessness as even if the email will not create any actions from the person it is addressed, this person can still remember the company which sent it. If an email is made in a way that it does not cause any interest but only annoyance then it will only bring negativity on the marketer company's brand. Also if the same company would later send another email to this person then it could be left unopened.

Websites are the basic appearance which a company can have in the internet. Like it is stated in the interviews I have done, the company website is the first aspect to be taken into consideration when entering the web. However there are several different mistakes companies can do when starting a website. These mistakes are mentioned in my thesis and many of them are easily avoided. It is interesting that with the technical developments which offer new possibilities to create more visually impressing content for websites can actually be harmful for search engines which are the main channel for finding the websites. The more visual content the site has the more difficult it is for the search engine to find it. The website has to be kept simple and the use of too many pictures should be avoided as search engines cannot identify them.

With the websites companies can promote themselves and the products and services they are offering. The other internet marketing and communicating tools can be used to attract potential new customers to the company website. In the B2B websites the content should offer

information of the company and the solutions it offers in some details but also there should be found a possibility to easily gain more detailed information. This could work as an option to book a meeting or to send a request to receive a brochure to the visitor's email address or home address. Some decision makers however might avoid these and may prefer to use a more direct approach such as a phone call. This is why the company's contact information should always be easy to spot from the website.

Campaign websites can be used as a part of a more extensive campaign. In the B2B sector this could mean for example promoting for a B2B event. In this kind of campaign emails can be sent to potential customers who have earlier been contacted by other means and have given their contact information. The email will send the receiver to the campaign website where they can see more details of the event and choose to take part in it. Later after the event is already over the website can work as a channel to show material of the event itself. This will still bring awareness to those who had taken part on the event and also to the potential customers who did not arrive there. With this kind of post-marketing the company can ensure better results from the consultations they gave during the event and also better the odds that their next event will be noticed.

Search engine marketing can be challenging but it also makes it possible to start the process with relatively small contribution. The company can begin the search engine advertising with the use and guidance of Google Adwords and first invest on it in a small scale. After the use of the system has become more familiar and the user has gained more experience on how it works, it can be exploited in a more demanding way. The optimizing has much to do with the company website itself and requires adapting it in a form which will help it to be found from search engines. This can cause a lot of problems for the company if the optimizing was not considered in an early stage as the later adjustments can be difficult to carry out. Also if the website is updated or wholly reconstructed then this can damage the results it has on search engine listings.

Banner advertisements or display advertisements can have several other benefits than click ratio what they are commonly known for. It is easy to criticize banners from this one aspect but they work just like traditional advertisements when not causing any direct actions. They can generate brand awareness and promote the company's solutions. They can also be used for generating attention if executed in a particular way which is not common for the viewers to see. With these kind of banner advertisements the company can gain attention for itself and on the solutions it offers to the market.

When it comes to the use of social media I have noticed that many of the examples and sources I have used are from the American business life. This is natural as the social media

started to develop on American soil and there the possibilities it has to offer have gained more ground than in Finland. This however does not mean in my opinion that from social media could not be benefited in Finland and I believe that the more meaning the internet will gain in people's lives the more opportunities the social media will have. Like I have mentioned social media or web 2.0 is still in a pioneer level and therefore can give means for achieving business value which is still not wholly discovered. Blogging for instance which is providing many people in the United States can also be exploited here in Finland after people will start to acknowledge it more. The company decision makers can choose to wait until the social media will gain more ground in Finnish business life or they can start taking the first advantage now. Later the rivalry for standing out from the crowd will be greater and therefore a noticeable position will be harder to gain.

Blog writing offers a great opportunity for companies to achieve attention and appreciation from other businesses. Writing itself does not require special skills like it could with writing a book but mostly it needs professional knowhow which people working in the same field are interested in. In addition what is also needed and what has come clear from the thesis is determination and patience. Without these the blog will not survive for long as gaining viewers can take a long period of time.

The viral marketing campaigns do work in the B2B sector. If "Greg the Architect" and "Watch it Shred!" can bring results for the companies they represent then this could also work in Finnish B2B business life. There are similar companies with industrial machinery and IT solutions in Finland which could use the same kind of ideas and of course nothing is stopping companies in other industries to adopt them as well. For example a logistic company could do animation series about their account manager dealing with customers and the shipments they have ordered. Maybe the same company could upload to their website videos called "Will it Transport" where the company's smallest truck would carry heavy everyday objects for certain amount of distance. What would make it entertaining would be if these objects are heavier than the truck itself. The possibilities are only limited by imagination.

References

Literature

Alasilta, A. 2009. Blogi tulee töihin. Keuruu: Otavan Kirjapaino

Castro, E. 2007. Kotisivut kuntoon HTML, XHTML ja CSS. Translator Kampilla, M. Jyväskylä: Gummerus Kirjapaino

Chaffey, D., Ellis-Chadwick, F., Mayer, R. & Johnston, K. 2009. Internet Marketing Strategy, Implementation and Practice. 4. edition. Harlow: Pearson Education

Isokangas, A. & Vassinen, R. 2010. Digitaalinen jalanjälki. Hämeenlinna: Kariston Kirjapaino

Li, C. & Bernoff, J. 2008. Verkkovalta. Translator Tillman, M. Helsinki: Tietosanoma

Jenkins, S. 2008. The truth about email marketing, New Jersey: Pearson Education

Jones, S. 2008. Business-to-Business Internet Marketing: Seven Proven Strategies for Increasing Profits Through Internet Direct Marketing. 5. edition. Maximum Press

Juslén, J. 2009. Netti mullistaa markkinoinnin. Hämeenlinna: Kariston Kirjapaino

Järvilehto, T. 2009. Klikkaa Tästä Internetmarkkinoinnin käsikirja. Helsinki: Mainostajien Liitto

Korpi, T. 2010. Älä Keskeytä Mua! Markkinointi Sosiaalisessa Mediassa. Tampere: Werkkommerz

Ojasalo, J. & Ojasalo, K. 2010. B-to-B-palvelujen markkinointi. 1. edition. Porvoo: WSOYpro

Michel, C., Naudé, P., Salle, R. & Valla, J. 2003. Business-to-Business Marketing Strategies and Implementation. 1-3. edition. Houndmills & New York: Palgrave Macmillan

Munkki, P. 2009. Klikkaa Tästä Internetmarkkinoinnin käsikirja. Helsinki: Mainostajien Liitto

Potts, K. 2007. Web Design and Marketing Solutions for Business Websites. New York: Springer-Verlag New York

Poutiainen, R. 2006. 101 Kysymystä ja Vastausta Google-markkinoinnista. Helsinki: Talentum

Shimp, T. 2010. Advertising Promotion, and Other Aspects of Integrated Marketing Communications. 8. edition. Mason: South-Western Cengage Learning

Weber, L. 2009. Marketing to the Social Web. 2. edition. New Jersey: John Wiley & Sons

von Herten, P. 2006. Brändi yritysmarkkinoinnissa. Hämeenlinna: Karisto

Electronic references

Art Directors Club. & Youtube. 2009. YouTube Show & Tell. Referred 1.12.2010. http://www.youtube.com/profile?user=ytshowandtell&x=story_3&annotation_id=annotation_291931&feature=iv

Asiakkuusmarkkinointiliitto. 2009. B2B-SÄHKÖPOSTIMARKKINOINNIN HYVÄ TAPA. Referred 8.11.2010. http://www.ssml.fi/files/686/B2B-sahkoposti_ASML_23.9.09.pdf

Forrester Research. 2009. Forrester Research's Consumer Technographics data. Referred 9.11.2010. http://www.forrester.com/empowered/tool_consumer.html

Iltalehti. 2010. Sarkasmimerkillä eroon väärinkäsityksistä. Referred 21.10.2010. http://www.iltalehti.fi/digi/2010011810945924_du.shtml

Jenkins, G. 2008. How to deliver on B2B email campaigns. Referred 8.11.2010. <http://www.imediaconnection.com/content/18681.asp>

Kotilainen, S. 2005. Wikipedian luotettavuus kuohuttaa. Referred 20.10.2010. http://www.tietokone.fi/uutiset/2005/wikipedian_luotettavuus_kuohuttaa

Micromedia. 2010. Osoitepankki. Referred 16.11.2010. <http://www.micromedia.fi/fi/osoitepankki>

Micromedia. 2010. Täyden palvelun talo. Referred 16.11.2010. <http://www.micromedia.fi/>

Ramos, L & Young, G. 2009. The Social Technographich Of Business Buyers. Referred 19.10.2010. http://www.forrester.com/empowered/tool_b2b.html

Sahlsten, P. 2009. Viikon asikashankintavinkki #1 - Määrittele ihanneasiakkaasi. Referred 20.9.2010. http://www.myynti20.fi/2009_10_01_archive.html

Sektor. 2010. Paperitehtaasta Googlen palvelinkeskukseksi. Referred 27.10.2010. <http://sektori.com/artikkeli/paperitehtaasta-googlen/9184/>

SSI Shredding Systems. 2010. Watch It Shred. Referred 3.11.2010. <http://www.ssiworld.com/watch/>

Sähköisen viestinnän tietosuojalaki 16.6.2004/516. Helsinki. Liikenne- ja viestintäministeriö. Referred 8.11.2010.

Tibco Software. 2008. The Greg Srip. Referred 3.11.2010. <http://www.gregthearchitect.com/index.html>

Tibco Software. Greg the Architec, 2008. Referred 3.11.2010. http://www.gregthearchitect.com/episode_ROI_beholder.html

Wikimedia Foundation. 2010. Wikipedia: Tarkistettavuus. Referred 20.10.2010. <http://fi.wikipedia.org/wiki/Wikipedia:Tarkistettavuus>

Other unpublished references

Brandt, S. 2010. Interview with Creative Director of advertisement department 21.9.2010, 4.11.2010. Micromedia Ltd. Helsinki.

CEO. 2010. Interview. 9.11.2010. Advertising agency. Helsinki.

Technical expert. 2010. Interview. 22.10.2010. Advertising agency. Helsinki.