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# Social media strategy for the German-Finnish Chamber of Commerce

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**Laurea University of Applied Sciences**  
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## Social media strategy for the German-Finnish Chamber of Commerce

Helen Hofmann  
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This thesis examines the social media strategy of the German-Finnish Chamber of Commerce in Helsinki. The purpose of the thesis is to increase the brand awareness of the German-Finnish Chamber of Commerce through social media, and to develop the marketing of its services through Facebook, Twitter and LinkedIn. Strategic guidelines were examined by the author and examples provided to show how the strategy was carried out during the research period for Facebook, Twitter and LinkedIn. This paper includes development ideas for the organization to strengthen its community management.

The primary research examines the performance of the German-Finnish Chamber of Commerce in social networks and compares its performance to other selected German foreign chambers of commerce worldwide in terms of such indicators as number of “Likes” and “Followers”. The secondary research provides concrete guidelines for managing each social media channel and suggests methods of further evaluation according to a SWOT analysis and risk analysis. The study provides information about how the return on investment (ROI) and key performance indicator (KPI) indices are measured for a social media strategy.

The German-Finnish Chamber of Commerce (Deutsch-Finnische Handelskammer), which is located in Helsinki, fosters economic ties between Germany and Finland and promotes bilateral trade as part of the network of 120 German foreign chambers worldwide. The German-Finnish Chamber of Commerce was founded in 1978 and counts more than 700 members in their database. The majority of these members are important players in the global economy.

Key words      social media, marketing management, brand management, community management, Facebook, Twitter, LinkedIn

## List of Abbreviations

**AHK** Chamber of Commerce Abroad; Chamber of Industry and Commerce Abroad

**UAS** University of Applied Sciences

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## 1 Introduction

This thesis concludes the development idea of a social media strategy, which was proposed to the German Finnish Chamber of Commerce in Helsinki, Finland in order to increase the efficiency in marketing activities and to strengthen public relations both internally and externally.

The development idea for the social media strategy arose during the mandatory job placement for Laurea University of Applied Sciences (hereafter Laurea) as an integrated study unit to the business management studies at Laurea's unit in Leppävaara. The development strategy additionally distinguishes the phenomena of social media in marketing and its advantages in relation to public relations, brand- and core marketing management as the author of this research majored in strategic marketing management.

The background information research within this paper compares the performance of selected German foreign chambers of commerce around the world. The comparison will prove that the German-Finnish Chamber of Commerce is not as well represented in social media as other German foreign chambers of commerce and that is why the improvement proposal to develop a social media strategy was suggested as the thesis. This research implements the main strategic approach how appropriate social media management increases the brand awareness and brand equity as in the context of public relations and general marketing in a bilateral organization and is analyzed from certain points of view such as the strategic approaches, strengths, weaknesses, opportunities, threats, community management and concrete development proposals.

### 1.1 Case organization

The German Finnish Chamber of Commerce (Deutsch-Finnische Handelskammer) located in Helsinki fosters the economic ties between Germany and Finland and promotes bilateral trade as part of the network of 120 German foreign chambers worldwide. The German Finnish Chamber of Commerce was founded in 1978 and counts more than 700 members in their database. The majority of these members are important players in the global economy.

### 1.2 Thesis objectives and research questions

The thesis objective is to develop a suitable social media strategy for the German Finnish Chamber of Commerce in order to increase the marketing management and public relation activities and improve the brand awareness through brand equity. The thesis objective is the core social media strategy and how it can be managed as guidelines are provided within the

main strategy. Furthermore the thesis objective is also to monitor and evaluate the social media strategy, key performance indicators and which tools are the most reliable to run, measure and monitor a good social media strategy. Furthermore goals for the personal development of the student have been set, which can be looked up from the appendices. The most important personal development goal is to increase the knowledge in marketing management and brand management as these were majored during the studies.

The specific research questions, which will be determined during this thesis, are as follows:

- How can a successful social media strategy be developed for the German-Finnish Chamber of Commerce and how can its performance be monitored most efficiently?
- How does the social media strategy influence the brand engagement towards the target audience to increase the brand knowledge and awareness?

The thesis aims to get the most important research information through the background information research in order to combine the concrete development proposal. The concrete development ideas are proposals for the organization and the organization takes the decision whether to carry out the development proposals out in future or not.

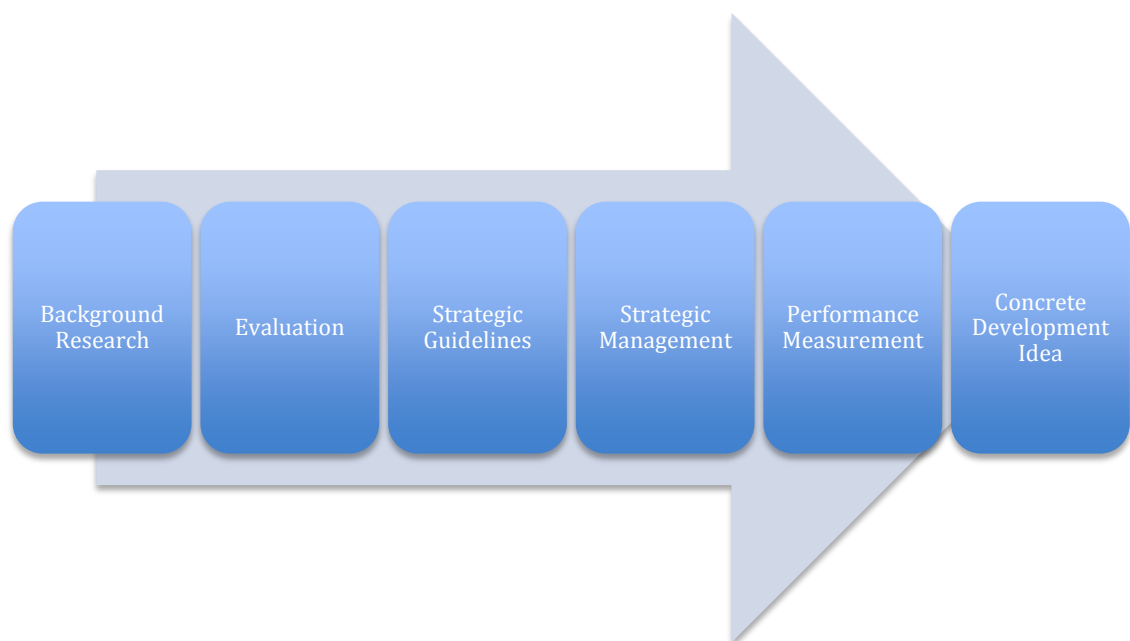


Figure 1: From background research to the development idea

The figure shows the direction of the thesis process, which has led from the background research to the strategic guidelines for the social media strategy and the development ideas for future implementation ideas as a conclusion. Each step in the figure will be discussed in this research.



### 1.3 Scope of the thesis

The evaluation of the current social media strategy was the main scope to broaden this topic by introducing guidelines how the strategy during the implementation period was carried out successfully and how the success is defined (e.g. before and after effect).

The strategic guidelines in this thesis are provided to support the process of future application. Furthermore the scope of this thesis is to compare the German Finnish Chamber of Commerce with other selected German foreign chambers of commerce measured by their performance in social media. The results and detailed description of the background research and its evaluation is given in Chapter 3.

## 2 Theory

The theoretical aspects to this thesis were chosen as the base studies from marketing management and brand management. These were chosen as the social media strategy provides a solid base for increasing marketing management activities and the relation of social media referring to social media marketing in the public relations department of the organization.

### 2.1 Marketing and brand management

The theoretical marketing and brand management background refers to the basics of marketing as the traditional 4Ps in marketing were integrated and the theory of brand management as according to Philip Kotler. The marketing mix is set after the target groups and target markets position are defined (Kotler et al. 2009, 17). The 7Ps of the marketing mix represent the general company's view of the marketing activities and are shown in Figure 2.

“From the customers' point of view, each marketing channel is designed to deliver a customer benefit. Winning companies satisfy customer needs and surpass their expectations economically and conveniently and with effective products or services, priced well, communicated interestingly and distributed in a timely manner or through a process and with people that create the right environment, all leading to a brand that customers support.” (Kotler et al. 2009, 17)



Figure 2: Marketing mix 7Ps

The marketing channel of choice in this thesis is social media as the main channel for marketing and communication. This is adapted to each “p” in the marketing mix, whereas the physical evidence represents, how content can be distributed. In case of social media, the marketing mix defines the content (what?), the target audience (who?), the channels of choice to promote (how?), the process of distributing the content and the timing (when?). The strategic guidelines provide the information how these were communicated.

The model of communication and general elements in the communication process deliver the base for developing effective communication. Therefore the communication objects shall be defined beforehand. Within this research they are defined within each strategic guideline.

Kotler refers to Rosstier and Percy who point out four possible communication objectives at any level of the hierarchy-of-effects model. The first objective is the category need of the service or product. The second represents the brand awareness, which is the ability to recognize and recall the brand, whereas recognition is easier to achieve than recall. The third objective is the brand attitude and its ability to meet to meet the currently relevant need. This can be either negatively oriented to solve a problem or positively oriented to receive social approval. The fourth objective is most likely related to a specific product and is defined as the brand purchase intention to purchase the specific brand or to take purchase related action. (Kotler et al. 2009, 697) (Rosstier & Percy 1997)

The design of choosing the right forms of communications to develop a strategy to achieve the desired response will require solving three problems: “what to say (message strategy), how to say it (creative strategy), and who should say it (message source).” (Kotler et al. 2009, 697)

These key questions of “what”, “how” and “to who/whom” were implemented to the strategic guidelines as according to the design of the communication model and play a significant role within the development of the social media strategy.

## 2.2 Social media defined

Social media appeared as a phenomenon in the internet on the early 2000's with topic related chats, messengers, online panels, forums, and social networks (e.g. Facebook, Twitter, Blogs) which have changed the way of transferring information and interaction between individuals and business as the communication changed into a instant, international real time communication, crossing geographical borders (depending on politics and infrastructure within each country). Any interaction on the Internet is recorded, stored and can be evaluated and commented by the user in real time, which transformed the generic Web to the Web 2.0.

Shuen (2008, Preface XVI) defines the Web 2.0 as read-write as earlier versions of the Web were more passive and encouraged only downloading. Whereas the new applications are more interactive and dynamic, encouraging users to be more involved and upload content onto the Web, such as in social networks.

Social media and its network come along with many advantages and disadvantages. Decent communication is no longer a matter of money, location and time; it is a matter of informational technological knowledge and flexibility. Additionally, the freedom of press is now in hand of the user within social media. Sharing current political or social information via YouTube, Twitter or Facebook have become usual those days especially to digital natives.

In Tunisia and Egypt social media became the major instrument to draw attention to political issues as demonstration and civil wars were recorded, organized and shared through social media. However using social media to increase democracy has not reached China yet in which the most common commercial social networks are officially banned, which though lead citizens to use alternatives through the backdoors to avoid the ban of all information provided such as through Facebook, Twitter and other social networks. As a contradiction China provides social media such as “Renren”, which works like Facebook.

Disadvantages of social media also need to be taken into consideration as social networks create transparency and eventually turned the World Wide Web into a new Web 2.0 with its own growing potential in crime and offenses. Other critics for Web 2.0 and social networks are the lack of privacy and the issue of time management for business purposes. Another disadvantage of social networks are in business context that it is easy to that they give any user the opportunity to live their second life online. This second life is criticized, as traditional

and interpersonal values are melting and the second life often appears to become fictional. This is not the case when using social networks for business purposes obviously, but plays an important role of how society and especially relationships and communication with friends and family and business partners have changed.

However Web 2.0 is based upon the users input. The user creates the content and is responsible for its content; the user represents Facebook and Twitter. Facebook and Twitter have ready-made surfaces in which information can be shared, but the information belongs to the user him/herself and the social network according to property copyrights. The more and regularly the user feeds their social networks with their private preferences such as “Likes” or “Following”, the more customized content they will receive through customized online advertising, which sells and refers to basics in sales that a product or service is offered at the right time and right place to the right person (4Ps in Marketing). This is what today's online marketing is about. Therefore the phenomenon of Web 2.0 and especially social media shall be elaborated from both perspectives such as the seller and the customers.

According to Evans (2008, 33) Social media is the democratization of information, transforming people from content readers into content publishers. It is the shift from a broadcast mechanism to a many-to-many model, rooted in conversations between authors, people, and peers. However Levinson and Gibson (2010, 2) define Social media as a set of tools and websites that are free or nearly free to allow marketers and the community to create content and meaningful conversations online and market them in the most cost efficient way. Social media include blogs, photo-sharing sites, video-sharing sites, social networks, audio podcasts, and Internet radio shows as well as a wide selection of mobile social sharing and communications tools. The conversations and content created by communities and those marketers that engage them have a huge impact on brands, communities and the consumer.

Social media generates a natural, genuine conversation between people of mutual interest throughout a social network on the Internet. Social media is about sharing qualitative content, such as news and updates in order to increase the brand awareness and availability in business of international organizations, or simply to stay in touch with friends. Since life-working standards have changed around the globalized world, social media appeared as an add-on towards the formerly known World Wide Web. Therefore the term “Web 2.0.” is often referred to social media.

Social media allows their users interacting immediately with the source of content. In business this means allocating and marketing business virtually through portals to internationally work more efficiently according to global standards anytime and everywhere. Social media can be seen as the tool in business that increases customer relationship marketing in addition

to the regular webpage and is therefore part of all marketing and public relation activities in any organization.

### 2.3 Difference between traditional media

“Social media has a number of characteristics that make it fundamentally different from traditional media such as newspapers, televisions, books, and radio. Note that this does not mean, “use instead of” but rather implies a different set of tools that can be used to complement what you are doing now. As from Wikipedia: “The audience can participate in social media by adding comments or even editing stories themselves.” (Evans 2008, 33)

The use of more than one social media channel and mixing the traditional channels with the social media marketing channels increases the brand engagement and availability. This may also cause the customers loyalty towards the brand.

### 2.4 Social media in marketing and public relations

Social media became part of the public relations, as the communication to the marketing of the organization is of important sense as it represents the organization. Public relations departments are usually ran by journalists and marketing experts. The public relations department in an organization represents the business communication and its current projects through various media channels and personal representation. This plays a significant role because all public releases through any media may shape the face of the organization and its services, responsibilities and promises towards the customers, which leads to the aspect of brand image and reputation.

The advantage of linking public relations with social media and marketing is to make the communication within all departments more transparent, visible, fast and easy. Transparency causes that users on Facebook, Twitter or LinkedIn can look up the organization in the search tool of any social network and can immediately look up the information in need and then “Like or Follow” the company pages Facebook, Twitter or LinkedIn account, to get instant, quality news and information about the organization delivered in their personal newsfeed and in real time. The key word here is again: real-time and quality, as the follower does not necessarily need to check the homepage on the latest news, as the most important messages appear in their social media Newsfeed.

The importance of spreading the word works like multilevel selling as an information that has been posted in social media by someone which is shared or retweeted and then becomes “viral”, which “refers to a digital video, image, or article that has spiked in popularity and has

reached a large number of users in a short period of time. While there is no exact number of views that makes something "go viral," most viral media is viewed by more than a million people in less than a week." (TechTerms.com 2011)

### 3 Background information research

The following research background information led to the thesis proposal and acceptance of the topic. The data in this chapter proves that potential for a social media strategy exists and needs to be further developed. The data for this project research has been gathered until the 13 August 2012 and was finalized and updated on 7 January 2013 in order to compare the data and measure first development information for the social media strategy.

The data was gathered and collected by browsing 87 (sample of the research) defined webpages and social media portals available throughout the worldwide network of all 120 AHKs by defining key word searching referrals, which mostly lead to each social media presence on Facebook, LinkedIn, Twitter and others such as "Xing" and YouTube. However this data was looked up to measure the core social media performance of each AHK and furthermore their webpages and effort in web design and the usage of social media in combination with the online marketing efforts linked to the public relations department. The evaluation and analysis of each (out of 87) webpage performance has been analyzed in the first research, but is not taken into deeper consideration. Further insights on this research can be taken from the initial research in August 2012 (see Appendix).

Solely Facebook company pages, Twitter accounts, LinkedIn groups and company pages were analyzed for this final research. The results were stored and examined in a customized database and last updated on 7 January 2013 (see Appendix).

The thesis background research verifies the need for a professional social media strategy and continuous monitoring in an internationally operating organization like the German-Finnish Chamber of Commerce, as social media became a mandatory, additional channel within marketing- brand management and public relations and the German-Finnish Chamber of Commerce needs development in its strategic social media and marketing as the outcome of this research proves compared to other German foreign chambers of commerce. Therefore the suggestions towards the strategic approach are sorted out to improve the overall performance in the German-Finnish Chamber of Commerce's media representation.

### 3.1 Description of the case study research method

The sample of this quantitative research is 87 (out of 120 AHKs) offices and has been examined by validating the transparency and performance measurement of all social media activities of the sample. Within the sample, most likely three countries are subdivided in more headquarters around specific regions. These are Brazil (Sao Paulo, Rio de Janeiro, Porto Alegre), China (Shanghai, Beijing) and the United States. Another exception is for the Baltic countries (Estonia, Lithuania and Latvia).

The following sub-chapters, figures and tables will conclude the results of the research of each social network and the performance of the German-Finnish chamber of commerce in it. Table 1 shows a screenshot of the main database and represents the core data (note: in German), whether each foreign German chamber of commerce (out of 87) is represented in social media or not.

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Social Media AHKs (Stand 7.01.2013)												
2	Quelle: CPS-IT Newsletter Dezember 2012												
3	Vorlage: Social Media in AHKs 9. September 2011												
4													
5		Facebook Page	*Likes	LinkedIn Page	*Followers	LinkedIn Group	*Members	Twitter	*Followers				
6	Aegypten	•	JA	1008	•	JA	63						
7	Algerien	•	JA	18									
8	Angola												
9	Argentinien	•	JA	1801	•	JA	193				•	JA	280
10	Australien	•	JA	104	•	JA	33	•	JA	59			
11	Baltische Länder				•	JA	16						
12	Belarus												
13	Belgien												
14	Bolivien	•	JA	283									
15	Bosnien												
16	Brasilien-Sao Paulo	•	JA	839				•	JA	470	•	JA	1013
17	Brasilien-Rio de Janeiro	•	JA	37				•	JA	470	•	JA	165
18	Brasilien-Porto Alegre										•	JA	2113
19	Bulgarien	•	JA	45									
20	Chile	•	JA	83	•	JA	240						
21	China - Peking	•	JA	13	•	JA	54	•	JA	85	•	JA	600
22	China - Shanghai				•	JA	45						
23	Costa Rica	•	JA	1656	•	JA	4				•	JA	454
24	Dänemark	•	JA	159	•	JA	115				•	JA	158
25	Dom.Republik												
26	Ecuador	•	JA	1110	•	JA	63				•	JA	195
27	El Salvador												
28	Finnland	•	JA	192	•	JA	41				•	JA	22
29	Frankreich	•	JA	73	•	JA	68						
30	Ghana												
31	Griechenland	•	JA	6									
32	Guatemala				•	JA	29						
33	Honduras	•	JA	85									
34	Indien				•	JA	335	•	JA	792	•	JA	49
35	Indonesien	•	JA	266							•	JA	87

Table 1: Background information database

If the German foreign chamber of commerce was noticeably on any of the above-mentioned social networks, it has been marked with a blue dot and “JA” (yes) which is linked to the social network in question. On the right hand side next to each column the number of followers, likes, or members of a group have been listed. Detailed information can be looked up from appendices or as in Excel format in which when clicking on the blue dot the social network in question of any German foreign chamber of commerce can be looked up through the web browser of choice.

The template for the background research database in Excel has been taken from CPS-IT GmbH, which is a contractor for the German-Finnish Chamber of Commerce’s internet, coding

and newsletter jobs. (CPS-IT GmbH 2012) The original table has been updated last time on 9<sup>th</sup> of September 2011 by CPS-IT GmbH, and was not up to date and has been revised by the researcher, because the layout seemed the most useful compared to the earlier research in August 2012 and excluded the evaluation of the web page design. This was however chosen as the base research layout to deliver the data in order to measure and evaluate the statistics within further steps. The base data from the table is provided in German language, but has been translated for the evaluation.

### 3.1.1 Facebook

The generic demographics and insights referring to social media and usage of the Internet state that Finland is well known for their technological and innovative advantages especially within Europe compared to Germany. Finland, with its small population (compared to the size of the German population) of about 5,4 million inhabitants has 2,2 million active users on Facebook, which is 43,2% of its population and 48,6% of the so-called online population.

Finns and Germans most favorite social network is clearly Facebook. The average time that a Finn spends online on Facebook when they get there is 23 minutes. Germany in comparison with a population of 81,8 million, according to latest statistics has 25,2 million active users on Facebook, which is 37,4% of its online population, of which one spends on average 17 minutes per day on Facebook. For both countries the user age distribution on Facebook is the same as the majority on Facebook are between 25-34 years old. The gender distribution is mostly equal for both countries. (Social bakers 2013)

In January 2013, 41 chambers of commerce have been actively integrated Facebook into their business operations, whereas by the 13<sup>th</sup> of August in 2012, 39 chambers of commerce have been actively using Facebook. Both numbers are not much when comparing this data to 120 German foreign chambers of commerce worldwide. Anyhow by August 2012, most chambers most likely preferred to follow the strategy of having either their own group in Facebook or signed up as a person. These did not make use of the company page option on Facebook to visualize and market the organization through the company page option. Nevertheless these were included in the earlier research in August 2012, whereas in the updated research in January 2013 all German foreign chambers of commerce have been evaluated according to their company page profile. The illustration below shows the current layout of the company page on Facebook for the German-Finnish Chamber of Commerce.





Illustration 1: German-Finnish Chamber of Commerce Facebook page

The difference between a group, person and company page on Facebook is that the company page is solely visible to represent the organization and its interests on Facebook as an additional feature to the Homepage in which events can be created and latest news, information and insights can be shared and discussed in real time in which the followers of the page are fully integrated as they can basically communicate at any time with the organization by commenting or “liking” the information shared through Facebook.

The table below represents the international ranking of the German foreign chambers of commerce on Facebook. They are ranked by the number of “Likes” on Facebook from 1-41 of which Finland is number 23 with 192 “Likes”. The table compares the first research from August 2012 with January 2013.

Rank	Country	Likes 2013 Status: 07.01.13	Likes 2012 Status: 13.08.12
1	Tunisia	2324	1219
2	Peru	2056	1448
3	Argentina	1801	1766
4	Costa Rica	1656	582
5	Ecuador	1110	741
6	Egypt	1008	125
7	Brazil-Sao Paulo	839	612
8	Mexiko	621	409
9	Philippines	540	388
10	Paraguay	527	495
11	Morocco	433	327
12	Sweden	348	285
13	Norway	335	241
14	Israel	312	26
15	Japan	302	263
16	Uruguay	297	357
17	Bolivia	283	267
18	USA-San Francisco	273	183
19	Indonesia	266	14
20	USA-New York	233	41
21	Canada	210	133
22	UAE	199	137
23	Finland	192	140
24	Denmark	159	0
25	Austria	156	105
26	Australia	104	18
27	Venezuela	95	80
28	Honduras	85	75
29	Chile	83	38
30	Thailand	74	79
31	France	73	30
32	Bulgaria	45	5
33	Iran	42	7
34	Brazil-Rio de Janeiro	37	15
35	Portugal	28	0
36	Czech	27	0
37	Algeria	18	14
38	China - Beijing	13	0
39	USA-Chicago	10	3
40	Greece	6	0
41	New-Zeeland	6	0

Table 2: AHKs on Facebook by the amount of "Likes"

The median equals 210 in the international ranking for 2013. Finlands performance on Facebook is slightly less than the median. However the German-Finnish Chamber of Commerce is catching up steadily in increases of "Likes" on its company fan page as represented in Figure 3. The "Fans/Likes" on Facebook increased by 42,8% from August until January 2013. The percentage increase was measured by the time the study research has begun (August 2012) until January the 21 2013 in which n=140 and was calculated by dividing the current likes with n. Therefore  $x\% = ((200/n) - 1) * 100$ . The increase in percentage shows a slight success in implementing strategic approaches, which will be discussed in the next chapter.

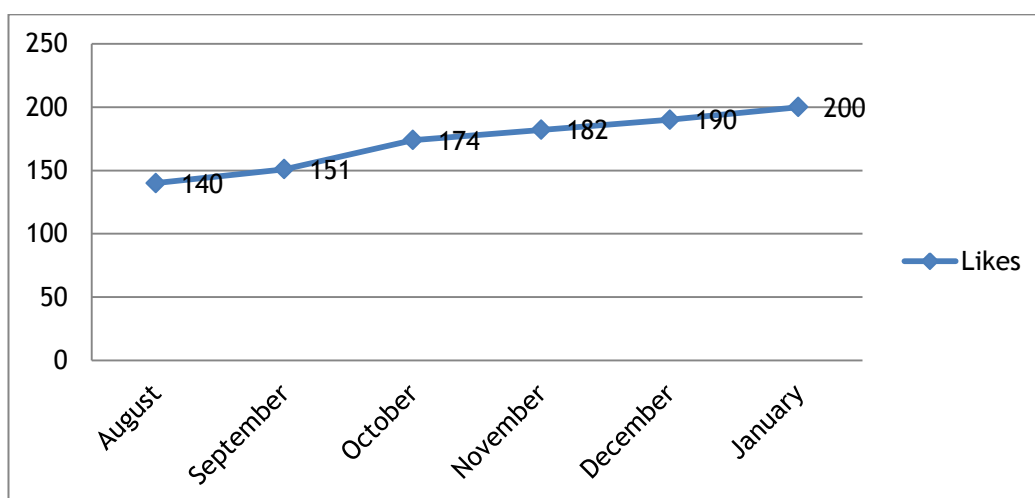


Figure 3: Increase of "Likes" during the implementation period

To conclude this within the international distinction, the bar chart (Figure 4) presents the international top ten German foreign chambers of commerce. The labels represent the likes of each German foreign chamber of commerce due to its the latest update (January 2013) and ranks Tunisia on top.

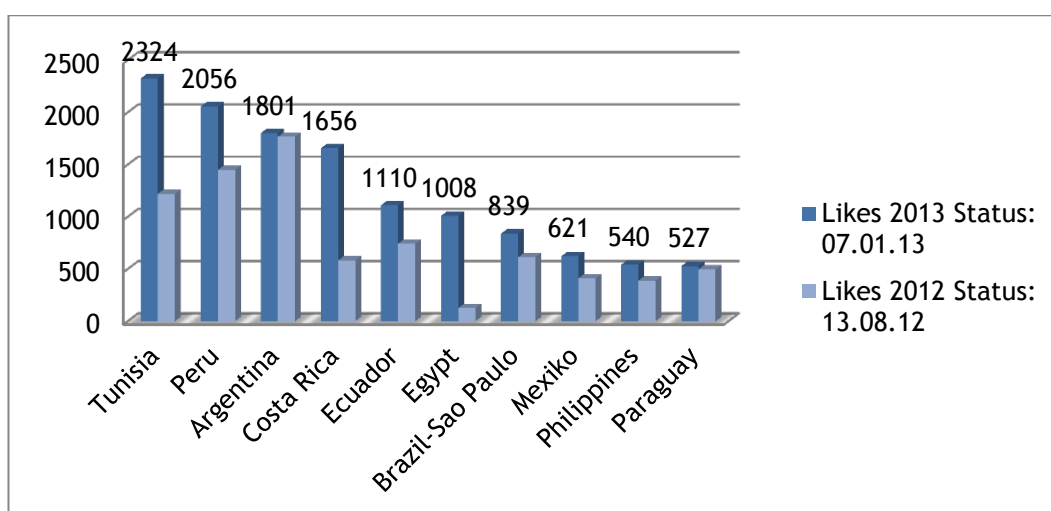


Figure 4: International top ten AHKs on Facebook by the amount of "Likes"

The ongoing political revolutions in Egypt and Tunisia, the so called "Revolution 2.0" are important factors to interpret the increase of likes of the German-Tunisian and German-Arab Chambers of Commerce as social networks were used to arrange, inform and organize political arrangements and increased as a portal to communicate within those countries fast. "Facebook played the role of the community-organizing platform in these revolutions, to grassroots mobilization, organize protests, counter rumor or propaganda and helped people to analyze governmental statements." (Hemery 2011)

The next figure (Figure 5) compares the performance of the German foreign network on Facebook for Europe, which is divided in top ten. Finland is ranked third place with its 192 “Likes” (January 2013) and therefore performs very well with its continuous increase of “Likes”. This might be due to the high technological education in Finland and its continuous progress of technological inventions.

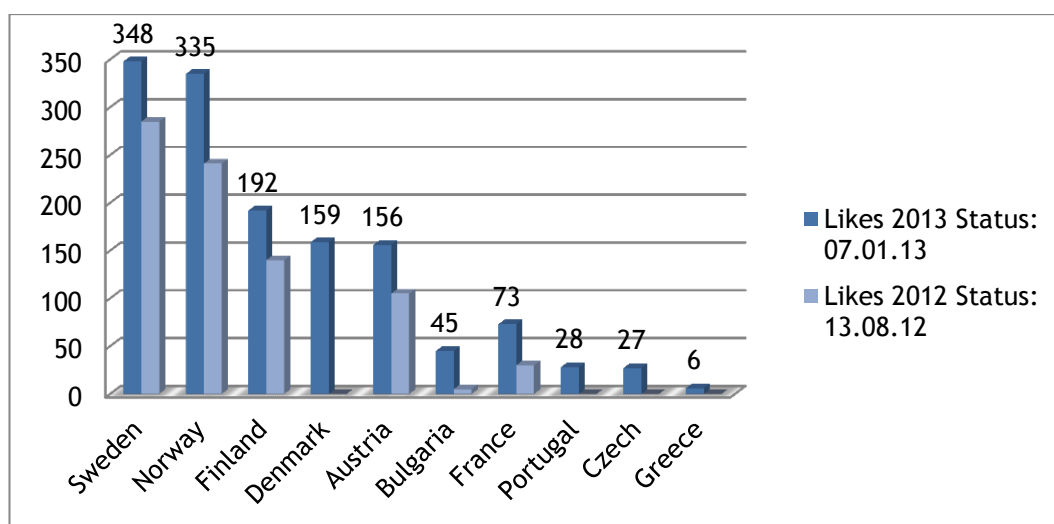


Figure 5: Top ten AHKs in Europe by the amount of "Likes" on Facebook

However Denmark noticeably performs very well as they were not present on Facebook in the first run of this research and applied a professional social media strategy. Sweden is on top in this ranking, which has not changed due to the previous research in August.

### 3.1.2 LinkedIn

The usage of LinkedIn in Finland shows again that “Finland is an early-adopter market thriving on education and technological innovation driven culture, it is not a big surprise that Finns are heavy users of professional networking platforms such as LinkedIn. Nearly 400 thousand members in Finland and a growth rate of 5 thousand new monthly registrations, LinkedIn seems to be a popular tool among Finns, be it entrepreneurs, business owners, job seekers, recruiters or just socially curious.” (LinkedIn in Finland 2012)

The users on LinkedIn in Germany is increasing continuously and was at 1,6 million in April 2012. (LinkedIn Infos und Tipps 2012), which is little, because Germans most likely use the social business platform called “Xing” business wise, which will be introduced briefly later in the research thesis. “Xing” is more common in the German speaking areas (DACH - Germany, Austria, Switzerland) compared to LinkedIn with about 12,3 million users in August 2012. (Statista 2012)

Nevertheless LinkedIn is catching up with “Xing” as it includes a broader database and delivers international information to their users.

The general age distribution on LinkedIn is 25-34 year olds with about 41% closely followed by individuals’ aged 35-54 with a share of 39% (Social network demographics in 2012 2012).

In 2012, 34 German foreign chambers of commerce were present on LinkedIn (either through a company page or LinkedIn group) of which 35 appeared in the updated research in January 2013. This might be, because LinkedIn has changed in November 2012 its entire surface and introduced similar as in Facebook company pages to mirror, represent and link the traditional homepage easier and provide a more efficient overview to the visitors of the company page on LinkedIn to their followers including additional languages (previously LinkedIn was only available in English). The Illustration below (Illustration 2) shows the surface of the German-Finnish Chamber of Commerce company page on LinkedIn with the new company page layout.

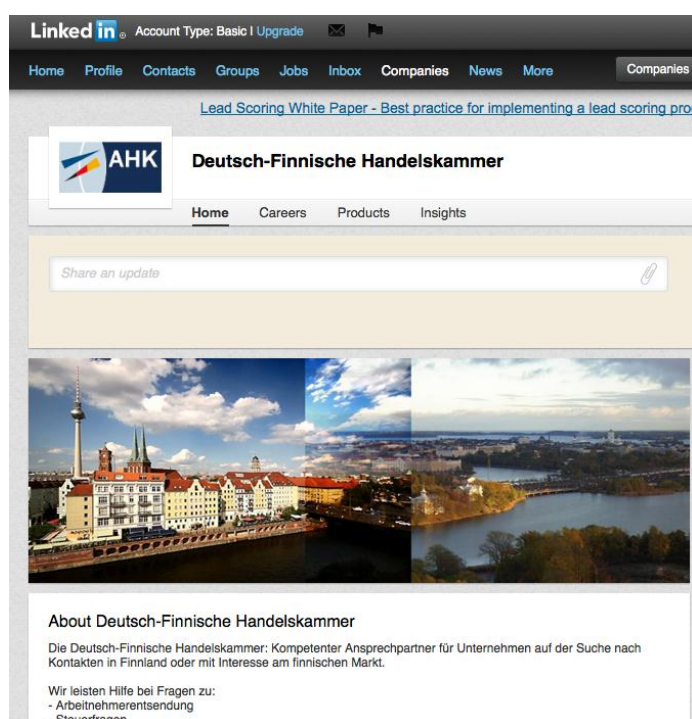


Illustration 2: German-Finnish Chamber of Commerce company profile on LinkedIn

Within the LinkedIn networks, users such as organizations and business still have the option to create groups, from which the layout and privacy differs, but still follows the same concept like a Facebook group, which is primarily to share mutual interests in a group similar to an online panel discussion. The advantage of a group is that it does not need as much effort in managing compared to the company page, which became more complex to manage with the new interface.

Of all researched German foreign chambers of Commerce, three chambers are making use of the LinkedIn groups' as its best. These are the United States, Brazil and the United Kingdom, which is represented in Table 3. The table also ranks the LinkedIn performances by country. All other German foreign chambers of commerce follow either the new layout of the company profile.

Rank #	Country	Followers Status: 07.01.13	Followers Status: 13.08.12
1	USA-New York (LinkedIn Group)	2363	1916
2	Brazil (LinkedIn Group)	470	271
3	Spain	452	309
4	India	335	276
5	United Kingdom (LinkedIn Group)	461	366
6	Chile	240	114
7	Ireland	214	182
8	Argentina	193	82
9	Canada	129	100
10	Denmark	115	0
11	Norway	113	71
12	USA-Chicago	103	0
13	UAE	101	48
14	France	68	19
15	Portugal	64	39
16	Egypt	63	0
17	Ecuador	63	39
18	China - Beijing	54	0
19	Mexico	53	6
20	China - Shanghai	45	29
21	Finland	41	19
22	South Africa	40	34
23	Australia	33	7
24	Guatemala	29	20
25	Ukraine	24	15
26	Baltic Countries	16	0
27	Singapore	15	10
28	Columbia	12	11
29	Taiwan	12	5
30	Costa Rica	4	0

Table 3: International ranking of AHKs on LinkedIn according to their "Followers"

The United States with its chamber of commerce headquartered in New York is present on LinkedIn with a group and collectively refers to all other chambers of commerce in the United States, same as for Brazil (Sao Paulo, Rio de Janeiro, Porto Alegre), and the Baltics (Estonia, Lithuania and Latvia).

As LinkedIn is the most common social network jobwise in the United States, the United States performs best in the ranking, followed by the most popular country in South America, Brazil. Finland slightly increased its LinkedIn followers by 22 followers and is on a successful road, but still lacks in the international performance at rank 21 with a median of >63 "Followers"/members in comparison to other German foreign chambers of commerce.

The European ranking though shows that Finland is fairly catching up as 8th in the top ten as shown in Figure 6. It is again significant that the German British Chamber of Commerce is on top as LinkedIn is the most common business social network in the United Kingdom.

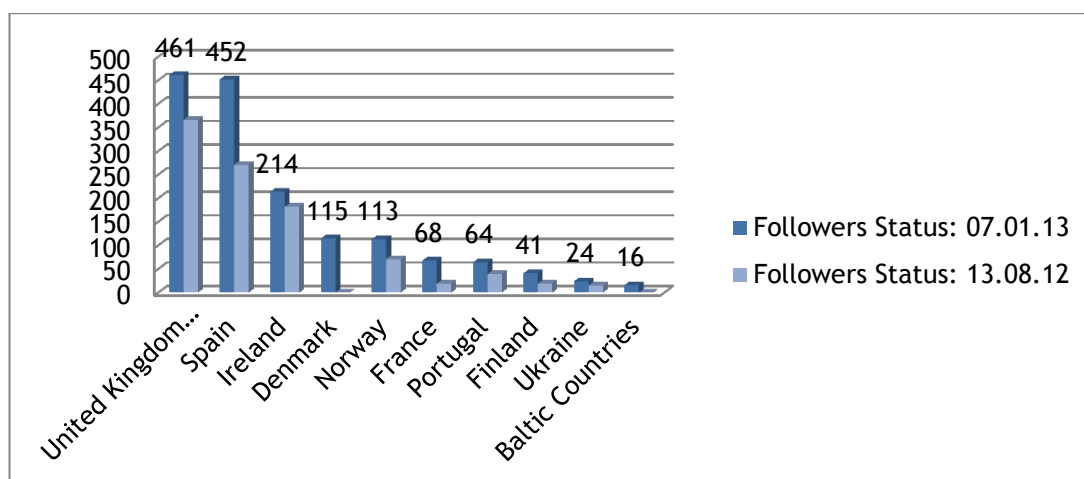


Figure 6: Top ten AHKs in Europe according to their "Followers" on LinkedIn

According to the statistics, Spain doubled their "Follower" on LinkedIn in only four months, which can be attributed to the ongoing euro crises, recession and high youth unemployment. The majority of users on LinkedIn in Spain are 25-34 years old and thus might use LinkedIn as a platform to find work, promote or establish their own business. (Socialbakers 2012)

### 3.1.3 Twitter

Twitter is an important instrument especially in public relations to get informed and share information as fast as possible with limited characters. Twitter counts around 288 million users in their network worldwide. Finland counts about 400 thousand Twitter users, which is 7,69% (Social as usual, 2012), whereas in Germany 4 million Twitter users were estimated, which makes 4,89% of Germanys population (Schmidt 2012). The Twitter users estimation is based on Google search results, as Twitter does not provide general insights so far. Though the user percentage confirms a reasonable engagement towards Twitter for both Finns and Germans.

To apply this background information for the case study research for the German foreign chambers of commerce around the world, Table 4 demonstrates the worldwide ranking of German foreign chambers of commerce by their followers on Twitter. In August 2012, 26 German foreign chambers of commerce were only actively using Twitter (note out of 87 from the sample), which has increased moderately as in January 2013, 28 were counted. However

the international appearance on Twitter for all German foreign chambers of commerce is surprisingly low and lacks.

As shown in Table 4, Brazil is on top as Twitter is most widely spread in South America especially in countries such as Brazil, Chile and the United States. For Europe, Spain and the United Kingdom have the most Twitter Followers which matches according to their online population (Mediabistro 2012).

Rank	Country	Followers Status: 07.01.13	Followers Status: 13.08.12
1	Brazil-Porto Alegre	2113	1849
2	Brazil-Sao Paulo	1013	909
3	Chile	600	395
4	Spain	465	159
5	Costa Rica	454	398
6	Netherlands	302	233
7	USA Atlanta	291	242
8	South Africa	287	269
9	Norway	281	219
10	Argentina	280	205
11	USA-Chicago	224	213
12	Canada	214	114
13	USA-New York	199	77
14	USA-San Francisco	199	181
15	Ecuador	195	152
16	Brazil-Rio de Janeiro	165	44
17	Denmark	158	0
18	Sweden	132	67
19	Russia	118	72
20	Indonesia	87	46
21	UK	83	0
22	Slowenia	78	55
23	Japan	71	55
24	Philippines	59	30
25	India	49	0
26	Venezuela	37	0
27	Finland	22	0
28	USA-Houston	9	0

Table 4: International ranking of AHKs on Twitter by Followers

The table shows an obvious preference towards Twitter for South American countries and surprisingly fairly low results for the United States. As the German Brazilian Chamber of Commerce puts a lot of effort in their marketing communication through Twitter (e.g. the upcoming Olympic games and Football World cup in 2014), Twitter is used according to this research as their main marketing channel.

The German Dutch Chamber of Commerce performs very good on Twitter, because they are running three different Twitter accounts for recruitment, seminars (partly outsourced) and the official chamber Twitter account, which is the most popular (with the most Followers)



and is therefore the only Twitter account for the Dutch German Chamber of Commerce taken into consideration for this study.

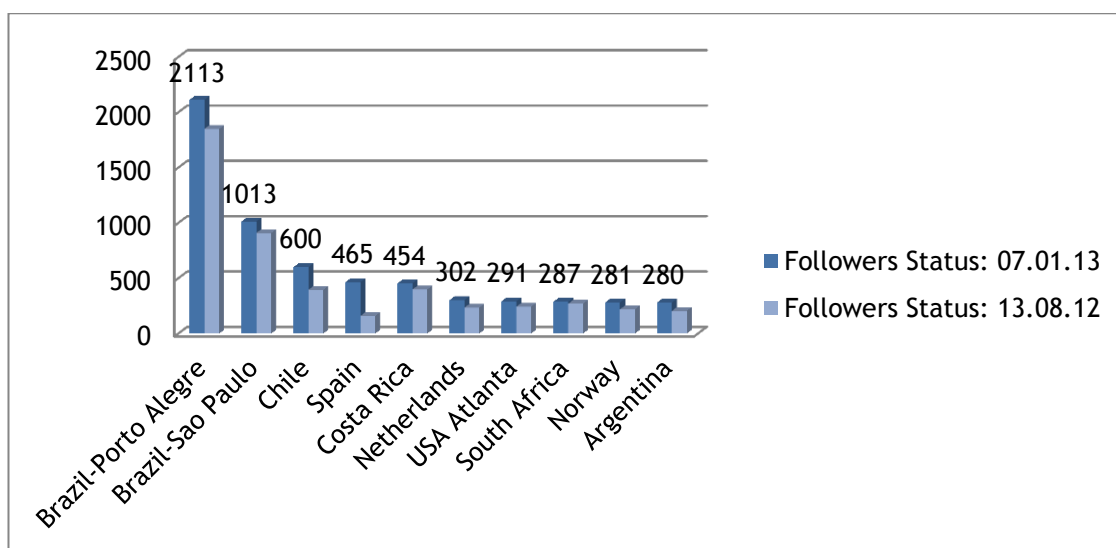


Figure 7: Top ten AHKs on Twitter by "Followers"

Table 4 and Figure 7 are represented in different ways to state the difference in the ratio of all German foreign chambers of commerce on Twitter in comparison to the countries with the most and least "Followers". However Figure 7 emphasizes again an increase in social networking for the German Spanish Chamber of Commerce.

The next bar chart (Figure 8) narrowed the research to the top nine performances of Twitter Followers for the German foreign chambers of commerce around Europe (including Russia). This was done to compare the data of the top performers on Twitter worldwide with Europe and proves that Twitter has its biggest impact outside of Europe for the German foreign chambers of commerce. However it is also important to highlight again that there are only nine German foreign chambers of commerce on Twitter for Europe, which is really low and therefore a top ten ranking could not be provided for Europe. Furthermore the researched chambers of commerce in Europe (except Finland) have launched their Twitter appearance at least more than two years ago. Spain is leading the European ranking with the biggest increase of all Followers for Europe in such a short term, which is fascinating. Spain tweets several times a day, which results in a lot of online attention and traffic for the Spanish and German speaking Twitter community.

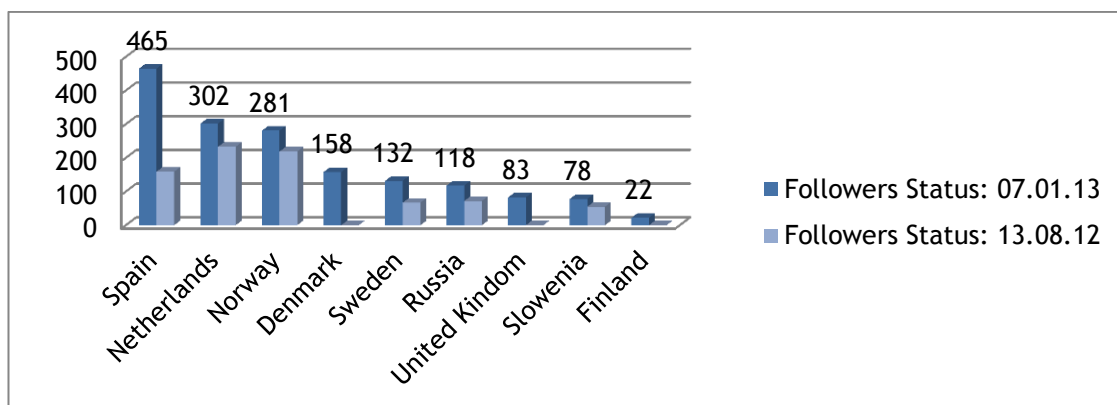


Figure 8: "Top nine" AHKs on Twitter in Europe according to their "Followers"

All Scandinavian countries are representing their chambers of commerce very well on Twitter. The statistic emphasizes the strong social media and community management for the German Danish Chamber of Commerce as they have solidly increased Followers. The Twitter account of the German-Finnish Chamber of Commerce has been launched in the end of October 2012 and is therefore the newcomer within Europe and ended up in the last place.

The upcoming illustration shows the current layout of the German-Finnish Chamber of Commerce on Twitter (February 2013).



Illustration 3: Twitter profile German-Finnish Chamber of Commerce (February 2013)

### 3.1.4 Xing

Xing is a job/business portal and social network for mostly German speaking individuals with about 12,3 million users as of August 2012. (Statista 2012) The network is mostly to be found

in Germany and has a very high engagement, brand equity and reputation between German speaking countries (DACH - Germany, Austria, Switzerland). Lately Xing is also available in English.

Anyhow the trend is also going towards LinkedIn for Germans, as LinkedIn is international and also available in various languages like Facebook, whereas the layout of LinkedIn equals the Facebook surface to some extent and makes it easier for the users to switch from Xing to LinkedIn. Xing is a mutual channel for all 80 domestic German Chambers of Commerce and Industry, because all are registered on Xing and network with each other. Xing divides the presentation of each organization or business in either a group, company, individual, personal profile (similar to LinkedIn and Facebook). A group shares mutual interests, whereas the company profile defines the business or organization by its products and services and promotes the organization such as for a LinkedIn company page. Xing is a good communication channel to stay in touch and share information within Germany, but the added value for bilateral and international aspects referring to the German-Finnish Chamber is low as for example a Finnish company would not be interested to join Xing unless they already entered the German market. Therefore Xing as a strategic guideline to social media management will be taken into consideration shortly within the strategic guidelines and the concrete development ideas. However Xing as an additional social media channel was taken into consideration for this research and the following statistics will examine the presence of German foreign chambers of commerce on Xing.

Out of the main sample (87), 11 German foreign chambers of commerce are present on Xing. These are either spread to groups or their own company profile. Eight chambers of commerce developed a company profile, whereas three are present in their group. Table 5 illustrates the ranking for Xing company profiles of German foreign chambers of commerce by their "Followers".

Rank	Country	Company Page Follower
1	Denmark	111
2	Norway	33
3	Turkey	10
4	Slowenia	8
5	Taiwan	7
6	Portugal	3
7	Slowakia	3
8	Saudi-Arabia	1

Table 5: AHKs on "Xing" by company page "Followers"

The table states that Denmark completes its social media strategy by successfully integrating Xing to their social media strategy and corporate identity throughout all social networks. Norway communicates on their Xing company page through “Wirtschaftsjunioren Norwegen” (“Junior Chamber Norway”), which shows an excellent usage of this channel.

Rank	Country	Group Members
1	USA	933
2	UAE	280
3	Thailand	102

Table 6: AHKs on "Xing" by group and their "Followers"

Table 6 determines three chambers of which the United States of all researched German foreign chamber of commerce Xing groups have the most group members such as in LinkedIn, followed by the United Arab Emirates and Thailand, of which all have an acceptable amount of members. To conclude the result among the German foreign chambers of commerce, Xing is the most unpopular social network and needs to be observed for further research to determine whether the Xing user would move to LinkedIn within the upcoming quarter or not. If not the German-Finnish Chamber of Commerce may consider developing a group through Xing, which can be used exclusively to share mutual interests for Germans interested in a bilateral exchange with Finland or to promote Finnish members.

### 3.1.5 Others

Other social networks were considered in the research too. These were YouTube and mobile applications, whereas only two German foreign chambers of commerce have their own mobile application.

Brazil (Sao Paulo) provides a mobile application for iPhones, iPads and Blackberry. The application operates as an information platform for the chamber of commerce, whereas Austria offers an Application for its chamber magazine “Aspekte” for iPhones.

The most noticeable social media presence through a video portal for the German foreign chambers of commerce is YouTube. Table 7 summarizes the appearance on YouTube for German foreign chambers of commerce and the “clicks” the videos or channel got through their sources. Most German chambers of commerce were linked to a YouTube video and do not own their own YouTube channel. YouTube is the most common video platform on the Internet (acquired by Google in 2006) with more than 4 billion Videos in its database and more than 60 hours of Video content that is uploaded each minute per day (YouTube 2012).

Country	Views on Youtube	Source
Baltics	786	Yotube video via DW
Brazil - Rio de Janeiro	239	YouTube: AHK Business Atlas via inlinear
Costa Rica	3602	Active Youtube Account
India	130	YouTube Video via "Fette Compacting"
Israel	132	YouTube video via Stephako11
Korea	754	YouTube Video via DW
Netherlands	2211	Active Youtube Account
Norway	2085	Active Youtube Account
Poland	2177	Yotube video via DW
Romania	16874	Yotube video via DW
Russia	177	Yotube video via Russland TV
Sweden	339	Active Youtube Account
Spain	428	80th Anniversary Special through "Hessischer Rundfunk"
Czech	767	Yotube video via DW
Hungary	480	Yotube video via DW
USA	1215	Own Youtube Account

Table 7: YouTube presence by AHKs by the amount of "clicks" and referral

Five Chambers of commerce (Costa Rica, Netherlands, Norway, Sweden, USA) have their own successful YouTube accounts in which mostly interviews, conferences and other events are uploaded and shared and acts like their own TV channel as TV is disappearing more and more since YouTube and Video streaming services on the Internet appeared. In total 16 German foreign chambers of commerce are on YouTube (According to the research of 7 January 2013) mostly through an intermediate channel, such as "Deutsche Welle" to promote the countries chamber in relation to either culture, economy or general news. As seen in Table 7 Romania's informational input on YouTube through "Deutsch Welle" got the most "views".

### 3.2 Conclusion of the case research

Although Twitter and LinkedIn are gaining popularity and user base, Facebook still seems to be the platform of choice for social media in Finland and Germany when it comes to following and interacting with companies, brands and its users. (Social as usual 2012)

The German-Finnish Chamber of Commerce takes an active part in the most valuable social media channels and notes a remarkable international performance compared to other cham-

bers of commerce. Even though the organization is involved in social networks, the amount of followers and the quality of the content that is shared needs progress. The statistics according to January 2013 prove that the German-Finnish Chamber of Commerce increased its followers and “likes” in all social media channels compared to the statistics from August 2012. The most significant increase in social media proves the statistics of Facebook. The Facebook page of the German-Finnish Chamber of Commerce was established in January 2011 and reached 140 “likes” until August 2012. By January 2013 the “likes” increased by 42,86% (192 “likes” and the numbers are growing continuously.

The main difference here is that by August 2012 no strategic social media planning and management has been implemented. By that time the situation was still observed by the student in relation to the job placement and raised the question why the attention towards social media was so little as compared to the brand knowledge. The next step to conclude and fulfill the development idea concerning social media was made to the organization to support the idea of developing a social media strategy.

By the mid-end of August 2012 first strategic approaches were taken into deeper consideration according to the thesis process and built the main framework for the entire strategy. The main approaches are defined in the next chapter.

#### 4 Strategic approaches

The strategic approach will introduce the ideas, which were generated during the job placement and the thesis classes at Laurea UAS. These were defined to consider the most significant issues and critical aspects that appeared before starting to develop the social media strategy. Hypothetically speaking, the strategic approach became the starting point of this thesis on which the main strategy was built. The statistics in the background information research only provide a numerical overview on how the German-Finnish Chamber of Commerce is situated in social media, in comparison to other German foreign chambers of commerce and states the need for putting more effort in social media management.

##### 4.1 Brand knowledge

As a matter of fact the German-Finnish Chamber of Commerce has high brand knowledge in both countries Germany and Finland. The use of this high brand knowledge and brand equity was not properly made use of through social media channels. Social media did not necessarily represent the chamber with its benefits, service advantages and inside information in order

to reach new target groups and prospective customers. Social media such as Facebook in example was used to share news related to Finland's and Germany's economy by sharing those through the most common German and Finnish newspapers on Facebook. Quality content was shared, but was not actually produced. With a quality starting point like the high brand knowledge of the German-Finnish Chamber of Commerce, the audience and follower expect more inside information about events, current projects and service advantages of members and memberships.

#### 4.2 Flow of information

It was also noticed during the job placement that the flow of information between different departments does not work perfectly like in many organizations. Some departments simply cannot share all information on current projects or engagements. This might be however, a lack of coordination, time, resources, cultural- or personal differences, which is just normal in business. However social media management and planning may support the flow of information and strengthen the community management as all information on current projects are collected, shared, promoted and can be looked up and communicated by all employees and customers through social media networks.

#### 4.3 Community Management

Another suggestion that has been taken into consideration during the job placement and further research progress was to approach community management within the organization. The role of who is responsible was not clear as in Facebook five different Administrators of the Facebook page were defined, whereas in LinkedIn only one Administrator was defined. Community management should structure these, so that the social media management is not ran by too many.

The role of communication management appeared with reference to new media marketing and public relations management in organizations. Community managers collect all valuable information from different departments, which can be then shared and promoted through social media networks. Community managers are essentially social media marketers of the organization. They are acting as the proactive voice on behalf of the company at any time. A community manager must read, follow, respond and analyze all social media channels relating to the brand and their competitors. The ideal community manager needs to stay up to date in current business issues and has to respond to the content of question within 24 hours. (Weinberg 2009, 55-56)

“The responsibility of community management does not necessarily need to lie in the hands of a single individual. All individuals in the company can have a role in communication. At the minimum, one individual should have a greater role in monitoring, participating, and analyzing”.(Weinberg 2009, 55-56)

Barlow and Thomas (2011, 88-89) introduce five different models of community management:

1. Centralized model (one department controls all social media efforts)
2. Organic Model (social media bubbles up from all corners of the company)
3. Hub - and - Spoke Model (cross - functional team, often led by someone in marketing)
4. Multiple Hub - and - Spoke, or “Dandelion ” Model (For large enterprises with a wide product and service range in which the main product or service is distributed internationally, which needs social media management in each country of distribution)
5. Holistic, or “Honeycomb” Model (Each employee is empowered to participate in social media. There is little or no central control, which is recommended for small enterprises) (Barlow & Thomas 2011)

During the thesis process and research the “Centralized model” has been applied to examine, which model would work the most for the organization.

In February 2011 (shortly after the Facebook and LinkedIn page were launched for the German-Finnish Chamber of Commerce) the German-Finnish Chamber of Commerce came up with a team of three individuals to manage social media channels such as Facebook and LinkedIn of which none of the responsibilities and roles were clearly defined. Then five administrators were suddenly responsible for Facebook. One administrator was announced and responsible for LinkedIn at that time. The previous social media management in the German-Finnish Chamber of Commerce ended up in a cluttered mix of the “Hub - and - Spoke Model” and the “Holistic, or “Honeycomb” Model” and was even left for several months and led to slightly fail the mission of efficient social media management. Obviously this happened because the community management was not defined properly, as there has not been a concept behind the social media appearance of the German-Finnish Chamber of Commerce. However, the idea to get into social media was a smart move and very advanced at that time and especially in case of Facebook has built the brand knowledge throughout Facebook.

#### 4.4 Social media as a marketing channel

The approach to define social media networks as additional marketing channels was not taken too much into consideration by the organization and the idea to generate social media into a



marketing channel received its critics during the job placement and thesis process. This might be due to the fact that each department supervises and develops their main marketing activities on their own (e.g. separate E-Mail marketing/advanced customer relationship marketing). The core marketing activities (such as advertising an event/long-term projects) should be additionally promoted in social media, which means that all information through social media should represent the chamber as a whole. Posts, tweets and other activities through social media shall be in interest of all departments and all employees. The keywords to encourage the idea of social media as an additional marketing channel are teamwork, flexibility and knowledge in social media marketing. Social media as a marketing channel is often underestimated but became the most important marketing channel for companies. Almost all members of the German-Finnish Chamber of Commerce are either on Facebook, Twitter, YouTube or LinkedIn as for marketing and promotional purposes. The German-Finnish Chamber of Commerce shall additionally promote also their members through those channels to create a stronger customer relationship and loyalty to improve the customer relationship- marketing and management, which will be examined in the main strategy.

#### 4.5 Flexibility

The approach to increase flexibility through social media arose during the job placement and this thesis research, when observing how the employees responded to the idea of promoting events and information about the chamber through Facebook. The majority of employees supported the idea, but when it came to the realization critics and avoided the fast exchange of information to be shared. As a backup it needs to be mentioned that all information shared through social media was permitted and reviewed by the head of the public relations department. The reason why the flexibility issue became one of the thesis approaches is to highlight the need of acting fast in social media. Information that is shared has to be shared as fast as possible, referring to the word real-time, which should represent the flexibility of the organization. The immediate respond to comments, tweets and other posts such as for LinkedIn increase the reliability in flexibility, because in social media it is crucial to share outdated information.

#### 5 Main strategy

The main strategy provides guidelines how the strategy was implemented and managed over a certain period of time, and follows the mission of the German-Finnish Chamber of Commerce to promote bilateral trade between Germany and Finland with the help of social media. All

strategic guidelines is based on the experience and implementation that was made during the thesis research.

The evaluation of the preliminary background information research and research approaches, designed the main social media strategy for the German-Finnish Chamber of Commerce as mentioned in the previous chapters.

The following sections define how each social network was managed and give examples how the information was applied to the social network in question. These guidelines were expressed as a proper guidance that shall be used for future purposes.

The guidelines in the upcoming sections are therefore divided for each social network in main points. These main points represent the theory of marketing management and provide the answers to the questions “who?” (target group), “what?” (which content), “how?” (source of information) and the additional aspect of the timing “when?”. The strategic model in community management that was implemented was according to Barlow & Thomas the “Centralized model” One department controls all social media efforts (Barlow & Thomas 2011).

The department of choice to support the community management and social media strategy during the different implementation periods was the department of public relations for the German-Finnish Chamber of Commerce with its supervision by the manager of public relations for the German-Finnish Chamber of Commerce.

## 5.1 Facebook

The implementation period for the Facebook strategy was set according to the background statistics for the period of 12 August 2012 until 7 January 2013. Most likely information that is shared through Facebook will be called “post” in this section. Additional numerical information on the reach of certain “posts” have been gathered and further Facebook insights such as deeper insights to demographics and how those can be gathered will be defined in the next chapter.

### 5.1.1 Target audience

When implementing a strategy, the first question that is researched is the question of the target audience. Who is following the German-Finnish Chamber of Commerce and who can be

reached potentially in future? Therefore an analysis of the users on Facebook that like the German-Finnish Chamber of Commerce is provided. Insights about the users and progress of the Facebook page can be accessed when managing a Facebook company page. This is an additional service feature of Facebook and is very useful as it provides the data to analyze the progress of the page. The following data has been gathered according to these Facebook insights. The major target audience for the Facebook company page is most likely Finns and Germans as 105 users on Facebook who liked the German-Finnish Chamber of Commerce on Facebook are located in Finland and 61 in Germany. Of those, 27 are organizations and members. The language distribution is most likely equal (61 users use German in their language settings, 59 Finnish and 55 English). The gender distributions of users on Facebook who “like” the German-Finnish Chamber of Commerce are 50,5% female and 48,1% male. The main age group for this page is 25-34 years old with 51,4%. The second biggest age group is 35-44 with 19,4% (Facebook Page Insights 2013).

#### 5.1.2 Content

An important issue for providing a sufficient Facebook content to the target audience is the content. Though the main target group for the German-Finnish Chamber of Commerce on Facebook represents the age group of 25-44 year old individuals, it needs to be taken into consideration to adjust the content that is shared on Facebook with the target groups.

The list below provides selected topics, which were successfully shared through the German-Finnish Chamber of Commerce Facebook page during the implementation period and examples are following in the next paragraph. The main topics covered in these specific posts were:

- Inside information (“What is going on in the Chamber of Commerce?”)
- Events (promotion of events and “follow up” with pictures)
- Promotion of members
- Promotion of trade fairs (“follow up” with pictures)
- Promotion of “Germany travel”
- International Conferences arranged by other German foreign chambers of commerce

#### 5.1.3 Content examples

This section provides precise examples for the topics listed in the section above and how many people were interested in these. “Posting” inside information through Facebook such as the information that the managing director has been awarded with a Finnish medal (“Suomen Valkoisen Ruusun I. luokan ritarimerkin”) has reached 152 users on Facebook within two days.

Other enthusiasm gained the post for promoting the annual “Open house” with 157 users who noticed the event on Facebook. Various posts for promoting the Organizations Oktoberfest has even reached up to 190 users and 143 users got in engaged in the follow up supported by pictures of the Oktoberfest. Pictures are important to share through Facebook as they get the most attention by combining it with the information shared than a generic “post”.

However, the promotion of members through Facebook should become a mandatory service and gained interest like in the next example. When the member of the German-Finnish Chamber of Commerce “Confectionery Röntgen” (“Conditorei Röntgen”) was promoted through Facebook, it reached 139 users in three days.

Another good example of promoting a member through Facebook was given by posting a current job offer by the member “Vihiluodon Kala Oy” who was looking for a worker on the annual Christmas market in Dresden in December 2012 and reached 96 users in two days.

Trade fairs/ Exhibitions are services provided through the German-Finnish Chamber of Commerce and the promotion and follow up with pictures of the trade fairs / exhibitions reached up to 140 users so far.

The promotion of an event such as for the department “Germany travel”, which is part of the service range for the German-Finnish Chamber of Commerce, has reached 74 users to promote the event “PLANNINGTOROCK” which was promoted in combination with “Visit Berlin”.

The Follow up information on international conferences such as the northwest Europe conference in Germany, which was shared through the German-Dutch Chamber of Commerce, has reached 88 users as the promoted YouTube Video was shared through the Facebook page of the German-Finnish Chamber of Commerce. Promoting content from other German foreign chambers of commerce are recommended in future to support each other’s process.

It is recommended to share similar matters and topics such as given above in future, because they worked and matched well with the target audience and the mission of the German-Finnish Chamber of Commerce. To catch up with the future implementation of the strategy further, specific suggestions need to be collected to broaden the scope of information, which is distributed through Facebook. Some specific topic suggestions are made based on the success of previous posts as these have reached the biggest audience according to Facebook. Topics such as job openings of the German-Finnish Chamber of Commerce or its members should be published through Facebook. The promotion of current projects for Universities

would be another suggestion to keep in mind for future planning, same as keeping the audience in the loop on what is going on in the Chamber (“Inside Information”).

#### 5.1.4 Distribution

All “posts” on Facebook need to be tailored to the target audience and their languages. German and Finnish are the main languages to share information through Facebook for the German-Finnish Chamber of Commerce. Information that is specifically aimed to inform Germans can be only provided in German and vice versa for the Finnish target audience. The majority of information shared on Facebook during the implementation period was anyways bilingual (German and Finnish) as these posts were aimed to both groups. Nevertheless international events were held and promoted in English such as the Finnish German Energy Day and therefore the main language for marketing communication was English. This should be kept in mind for all upcoming, international events, which are promoted through Facebook (Facebook Page Insights, 2013).

The sources for the topic contents listed above, is an important factor in carrying out a successful social media strategy as it is all based on communication and exchange of information within the organization. Therefore instant communication and information exchange between employees is vital. So far for Facebook, information was gathered and exchanged by communicating (mostly through informal meetings) with the supervisors of the departments. The weekly meetings supported also to prioritize which matter could be promoted through Facebook or not. In most cases the supervisor of a certain project or department provided the main information, which has been then summarized and translated to the languages of choice for Facebook.

#### 5.1.5 Timing

As in life there are so called “rush hours” and “traffic” on the Internet. These differ for each medium. “The best time to share information on Facebook is from 1pm to 4pm and results in the highest average click. The peak time of the week was on Wednesday at 3pm. Links posted after 8pm and before 8am will have more difficulty achieving high amounts of attention. Facebook traffic peaks mid-week, 1 to 3pm. While traffic starts to increase around 9am, one would be wise to wait to post until 11am. Traffic from Facebook fades after 4pm. Despite similar traffic counts at 8pm and 7pm, posting at 7pm will result in more clicks on average than posting at 8pm.” (Bitly blog 2012)

The timing to develop, prepare and finally share information is merely long. Within this strategy the weekly input to Facebook was 1-5 hours per Week. The preparation needs time for collecting the data, information and to examine to publish the specific information. Information that is shared through Facebook needs to be prepared so that there do not appear ten posts in one day for example. Within this strategy all posts have been planned one week in advance (except breaking news). The days and time when which post was published was defined beforehand. Using a ready-made template for Facebook seems the most efficient to organize the data and information. This template can be used for all social media channels and is further determined in the next chapter and attached to the appendices. It supports the entire time management for social media planning.

The timing is not only based on developing the information that is going to be published, the most important is to follow up and react to the published information 24/7, real time from anywhere, which will be introduced in the chapter for social media monitoring. When a Facebook page is managed by a certain person or department it has to be monitored 24 hours a day to avoid the most common pitfalls, especially for Facebook, as the target audience is quite broad for the German-Finnish Chamber of Commerce in this media. Those pitfalls such as ignoring comments and avoiding the online conversion can damage the reputation of the entire social media management.

The most common Twitter application on Facebook (provided by Twitter Inc.) was built in the Facebook page and links information, which is shared on Facebook automatically to Twitter. The Twitter page can be also viewed on Facebook by clicking on the Twitter logo on the Facebook page, as illustrated below.



Illustration 4: Twitter Application on Facebook

This strategic step was implemented to make the most efficient use of 140 Character as for Twitter and to support the social media mix. Furthermore it is a good instrument to make sure that the information shared on Facebook reaches most Twitter followers and vice versa.

## 5.2 Twitter

The implementation period for Twitter was set for 24 October 2012 until 7 January 2013 according to the statistics in the background information. The Twitter account was introduced in the social media strategy as part of the thesis from scratch. The following section will provide essential guidelines how to use twitter most efficiently for the German-Finnish Chamber of Commerce. Within this section the information shared through Twitter is called “tweet”. The length of a tweet is limited to 140 Characters. Other information regarding the abbreviations such as “@mentions” and “retweed” will be introduced in this section too.

Twitter is easy to use, and even easier to sign up for. Once the account for the German-Finnish Chamber of Commerce was set (24 October 2012) with the matching URL and keyword (“AHK\_Finland”, “Kauppakamari”), the profile was customized according to the corporate identity for the German-Finnish Chamber of Commerce including the official logo as an avatar and the common background picture. Furthermore brief information of the account was added in Finnish and German.

### 5.2.1 Target audience

The demographic background information for Twitter is the following. As Twitter does not provide so called “insights” such as Facebook or LinkedIn, the data provided next is according to the international demographics of Twitter. The gender distribution for Twitter is 60% female and 40% male of which the most interesting demographics for the age distribution for the Twitter strategy are the following groups, 25-34 years old (23%), 35-44 years old (23%), 45-54 years old (25%) of which 55% of Twitter users are 35 or older. The average user on Twitter is 37.3 years old (Social network demographics in 2012, 2012). The target groups on Twitter for the German-Finnish Chamber of Commerce are all Twitter users engaged to German and Finnish issues, members, journalists, foreign chambers of commerce and all Chambers of Commerce and Industry in Germany. Once these interests are filtered, the next step to take into account with Twitter is to start following organizations and members of the German-Finnish Chamber of Commerce. To advance the idea of whom to follow, it is recommended to make use of the search option on the top right on the Twitter Account to find potential followers (Weinberg 2009, 127).

However, the first strategic step that was adjusted was to follow the most important and valuable Finnish and German press (also press related to economy e.g. “Kauppalehti” or “Handelsblatt”), the embassy and the previous Finnish Minister of Economic Affairs (Jyri Häkämies) on Twitter. This was done, because the second “tweet” which was shared by the German-Finnish Chamber of Commerce was related to the award for the managing director who received the “Suomen Valkoisen Ruusun I. luokan ritarimerkin”, which was given to him by the Jyri Häkämies the previous Minister of Economic Affairs of Finland. All this information was put into one tweet as shown in illustration 4, to get the most attention with the first tweet and to guarantee that it becomes successful. The tweet was planned in advance and supported with a picture. Within four days the German-Finnish Chamber of Commerce gained the first eight Followers, which does not seem much, but for Twitter it is average, as the organization needs to be separately promoted that they have joined Twitter.



Illustration 5: Second tweet by the German-Finnish Chamber of Commerce

The first tweet was information linking to the annual Open House Event on the main webpage and was shortly posted previously to catch more attention on Twitter.

Before introducing which further information shall be shared through Twitter and when, the Twitter language will be examined. Illustrations 4 and 5 support this as it includes most of them and provides a good example.

### 5.2.2 Hashtag

“Because there’s no way on Twitter to categorize a message or to say, “All these messages are about the same thing,” users created an ad hoc solution: When somebody wants to designate related messages, they come up with a short term and prefix it with the # symbol. (In programmer-speak that symbol is a hash mark, and the term is a tag; thus “hashtag.”) Then others add the hashtag to messages about that topic—and then anyone can search that hashtag and find all the related messages” (O’Reilly & Milstein 2011, 53).



Hashtags shall be used to either refer to a certain trend or to exaggerate a keyword related to the organization to reach higher results in keyword search or to create a trend on Twitter with a specific keyword. The example of successfully using the hashtag through Twitter is shown in illustration 4 as #SuomenValkoisenRuusun.

### 5.2.3 @messages

“Sometimes those messages are a friendly hello or shout-out. Sometimes they’re a question or comment. While tweets don’t carry quite as high an expectation of response as email messages do, it’s good community practice to respond to some if not all of them (with a message that starts or includes @TheirUsername)” (O’Reilly & Milstein 2011, 117).

### 5.2.4 @mention

The @mention is similar to the @messages as it works the same technically (@TheirUsername) and links a certain person or organization in the tweet, the person can then decide whether to retweet or answer to the information. Politicians like in the example tweet illustration4 receive hundreds of @mentions daily and usually do not respond to those tweets unless it some precise question or reaches a certain trend. Once someone is mentioned in a tweet they will receive an email to check the mention. The example in illustration 4 @jyriHakamies shows how the @mention was built into the first tweet. This shall be monitored as some @mentions is spam and might be a Trojan built in a tweet. However Twitter is very advanced with filtering spam and usually spam mentions are removed seconds after they were posted.

### 5.2.5 Retweet (RT)

“Retweeting is simply the act of reposting somebody else’s cool or insightful or helpful tweet and giving them credit. Retweets (or RTs) help important messages work their way around Twitter” (O’Reilly & Milstein 2011, 49). It is similar to a Facebook post of a secondary party as it gained already attention and included helpful information. Through this the organization or individual that developed the post gets attention and organization or individual that retweets gets attention by the organization. Retweeting is somehow a win-win for promotion and in-

formation sharing. An example of a retweet by the German Chamber of Commerce and the Finnish Embassy in Germany is illustrated below.



Illustration 6: "@mention" by the Finnish Embassy in Germany

The background story of this tweet was that the German-Finnish Chamber of Commerce previously shared pictures taken by the Finnish Embassy on Facebook, which were taken for the "Grüne Woche" the world's biggest fair for food, agriculture and horticulture and the Finnish Embassy was happy to see that the pictures were shared around Facebook. Due to the built in Twitter application, which was introduced earlier the Facebook "post" reached the audience through Twitter and provides a useful example how the application works successfully.

If a long URL is posted to a tweet it is automatically shortened using 20 characters and the shortened link will appear as a cut-off version of the original URL. As the Facebook page was linked to Twitter the tweets that appear through Facebook are shortened automatically and are abbreviated with "fb.me", which provides the information that the source was Facebook.

#### 5.2.6 Content

Twitter newsfeeds are updated in real-time, which is updated every five seconds. It provides the followers and those who are being followed with instant information input. However the most information shared through Twitter are breaking news and became the most useful tool for journalists to receive latest news in a compact newsfeed. The Twitter newsfeed needs to be monitored consequently by the administrators. To implement this information to the content that should be posted by the German-Finnish Chamber of Commerce, it is recommended as similar to the Facebook strategy, that the most important content, which should be shared, should be represented with interest of the whole organization. These tweets should include inside information, promotion of events, trade fairs, other current projects. Additionally breaking news regarding Germany or Finland shall be retweeted and news provided by certain media referring to a certain economic issue as for Finland or Germany shall be retweeted.

Live tweets are a good example of how to provide real-time content to the audience during an event. Live tweeting gained popularity within the last years as users who participated in

events (mostly professional seminars) started to tweet what was going on. The German-Finnish Chamber of Commerce has also implemented this during the Finnish German Energy Day in November 2012. All tweets were developed at minimum 24 hours in advance posted and adjusted during the event. The tweets included hashtags and @mentions of the speakers and increased the Followers by 6 the following two days after the event. Illustration 7 provides an example of one of the live tweets during the Finnish-German Energy Day 2012, which gained attention by “Viessmann”, which was retweeted through their Twitter and the company obviously started to follow the German-Finnish Chamber of Commerce.



Illustration 7: "Live Tweet" during the Finnish-German Energy Day 2012

The advantages of live tweets are most likely that people who cannot participate the event stay tuned and reach the latest information constantly, which leads to the section of the time management for Twitter. The monitoring though is crucial and should also run 24/7 in the background of any device to avoid pitfalls and to react as fast as possible to the tweets. These monitoring methods are introduced in the upcoming Chapter.

### 5.2.7 Timing

Sharing tweets on Twitter as mentioned previously shall be as fast as possible referring to the important term “real-time”. This means in example as soon as breaking news arrive it should be shared through the device of choice (e.g. phone, tablet, and pc).

As similar for Facebook, Twitter has also certain “rush-hours”. “For Twitter, posting in the afternoon earlier in the week is your best chance at achieving a high click count (1-3pm Monday through Thursday). Posting after 8pm should be avoided. Specifically, don’t bother posting after 3pm on a Friday since, as far as being a gateway to drive traffic to your content, it appears that Twitter doesn’t work on weekends. The peaks of Twitter activity fall before the optimal time to post. The peak traffic times for Twitter are 9am through 3pm, Monday through Thursday. Posting on Twitter when there are many people clicking does help raise the average number of clicks, but it in no way guarantees an optimal amount of attention, since

there is more competition for any individual's attention. An optimal strategy must weigh the number of people paying attention against the number of other posts vying for that attention." (Bitly blog 2012)

Tweets shall be shared through Twitter in the best case everyday and if this takes too much time management resources tweets shall go out at least twice a week. This has to be done to keep the target audience. If there is a time frame of one month or more than one week between a tweet, Followers will move to another source of information. Especially on Twitter this happens really fast according to previous experience in social media marketing.

### 5.3 LinkedIn

The implementation period for using LinkedIn for strategic matters was August 12 2012 until January 7 2013 as according to the background information. The following section examines how LinkedIn was used to share professional information and will represent a passive strategic approach as LinkedIn has been only used to inform the followers about events. However the potential for future implementation of LinkedIn will be taken into consideration within this Chapter.

#### 5.3.1 Target audience

The target audience of LinkedIn for the German-Finnish Chamber of Commerce is according senior managers in international trade, which is further evaluated through LinkedIn insights in the chapter, which defines the social media monitoring strategy. LinkedIn does not provide insights about the age ratio and separates the followers in occupational business sections. The majority of users on LinkedIn are slightly different in Germany and Finland. This might be due to the fact that "Xing" is still the leading professional network in Germany. However the Gender distribution for LinkedIn in Germany is 75% (male) and 25% (female). This is almost similar in Finland with 76% male and 26% female (Quantcast 2013).

#### 5.3.2 Content

LinkedIn adjusted its new application surface by the end of 2012. Previously the network has been considered as a professional job portal to which employees, companies and job seekers could sign up in order to look for jobs, share information on certain professional topics or to

recommend former employees of a company, as most users on LinkedIn share their CV through LinkedIn. Another feature on LinkedIn is the event tool. As the number of LinkedIn users is growing especially in Germany it is of important sense to use the platform more efficient for future purposes of sharing events, inside information and to take part in discussions. Other than for Facebook or Twitter, LinkedIn does not allow sharing information as the German-Finnish Chamber of Commerce as unity. In LinkedIn, employees of the German-Finnish Chamber of Commerce need to link the company profile to their private account as signing up as an employee of the German Finnish Chamber of Commerce. This means that for example an event can be only created by one of the employees on LinkedIn, which leads to a lack of privacy for the employee who provided the data as everyone could look up the entire CV from there.

“LinkedIn is growing by about 100 percent per year. While it will never reach Facebook’s or even Twitter’s numbers, one has to concede that LinkedIn is a force to be reckoned as a business professional, no matter what industry. LinkedIn will probably become an integral part to your business communications, positioning, marketing, and lead generation” (Von Rosen 2012, 5).

According to Von Rosen LinkedIn is still advancing the new application surface and provides now an option to share status updates similar to Facebook inside the network. As this feature was released just recently the German-Finnish Chamber could not make use of it yet. LinkedIn was used to promote the Finnish German Energy day and the Oktoberfest through the Event service on LinkedIn, which was shared then through Facebook and Twitter (Only for the German-Finnish Energy Day) and has reached hundreds even though they did not join the Event on the internet it has reached over a hundred people through LinkedIn. On November 26 2012 LinkedIn announced that the Event Service was shut down.

LinkedIn is re-constructing the entire platform. The most use that can be made of is the personal use for expanding business contacts and relationships, which can be stored in a database (similar to virtual business cards) and those contact information can be adjusted to the CRM system in the organization. This service copes until now with the most common CRM system, Salesforce.

However LinkedIn should be used broader for the German-Finnish Chamber of Commerce Chamber, which means that the next implementation step should be to actively take part in discussion boards through LinkedIn. This means sharing quality job experiences through groups and discussion boards on certain topics such as for each topic of upcoming or ongoing topics such as market entry modes for German companies operating in Finland and vice versa

may generate new members and potential candidates for the upcoming conferences and events.

As the majority of LinkedIn followers for the German-Finnish chamber of Commerce are either in senior management or market entering, the discussion boards and group discussion shall be structured according to the main target group on LinkedIn.

### 5.3.3 Distribution

It is recommended that the employees signed up on LinkedIn use the network to actively discuss their business topics. LinkedIn can be therefore used as an additional information channel to gather information about potential clients through group discussions and to reach potential sponsors for upcoming projects when needed. LinkedIn is based on sharing professional experiences and therefore the “pushing strategy” has to be avoided, whereas the “pulling strategy” should be highly recommended for LinkedIn. LinkedIn functions as a core business network in which professionals seek jobs and stay in touch with potential business partners, if the marketing of a project is pushed through the channel it will be neglected. It is more likely to recommend certain topics each employee is working on to gain interest by potential clients. LinkedIn as a promotional channel shall be recognized as subconscious marketing through discussions.

These discussions can be only managed and initiated only through the personal account of the employee. The issues of how to actively taking part in discussions can be recommended by the public relations but the employees on LinkedIn can only hold and manage the discussions themselves. However the public relations shall monitor these, when needed.

## 5.4 Other social media considered to the strategy

“Xing” is an important social network similar to LinkedIn, whereas German-speaking users mostly use it for professional networking. This should be taken into consideration for future strategic implementation as the option of setting up a group through LinkedIn was researched as the most as other German foreign chambers of commerce already made use of it. It shall be also recommended to specifically promote German members. As LinkedIn is growing it is recommended to set up a “Xing” group once the German-Finnish Chamber of Commerce has established its LinkedIn appearance properly.

YouTube may be also considered as an additional channel. This should be implemented once the seminars and events are growing, as it can be an important tool to follow international seminars and conferences. Within the Europe the German-Dutch Chamber of Commerce and the German Norwegian Chamber of Commerce provide excellent examples of how YouTube can be applied to promote conferences through videos on YouTube. These can be easily shared through any social media channel and reaches a large audience especially through Facebook.

To give a precise example of how YouTube was used among another German foreign Chamber of Commerce: The German Dutch Chamber of Commerce asked to promote their YouTube Video of their Northwest Europe conference through YouTube. The information was forwarded through Twitter a posted on the German-Finnish Chamber of Commerce, as they were part of the organizing German foreign chamber of commerce. The video reached solely through reached up to 90 views through the Facebook page of the German-Finnish Chamber of Commerce.

## 5.5 Guidelines to implement the strategy to other departments

In order to fulfill a quality social media strategy to the organization, its members and prospective members it is important to unify all social media channels and use those for each department. Again it is recommended to use one platform for each of the following business units. This should be done in order to gain attention and market certain sections with least cost expenditures additional to traditional marketing such as E-mail marketing and marketing through magazines.

### 5.5.1 Events, seminars conferences

Events and seminars can be primarily promoted through the tools of promoting the event through Facebook. This does not mean that the events are pushed to Facebook and marketed; it means that they will be only announced through Facebook and promoted according to the “pulling strategy”, which means that those potential customers who are interested can reach further information as a referral page through Facebook, but will not be reminded weekly of a professional upcoming event, such as international economic summits. It is good to market those subconsciously through Facebook.

As LinkedIn quit their event service, which was similar to the Facebook event option, events will not be promoted through LinkedIn directly. Status updates and recommended group dis-

cussions shall lead to promote the event. Therefore it is recommended that one member in the “Events business department” shall assign and take part actively in-group discussions on LinkedIn with the support of community management and public relations.

Another interesting point to integrate “social media” to the business service range is to provide a seminar about “social media coaching” as this topic seems to be the most interesting according to the latest survey around members. (Event management department 2012)

### 5.5.2 Customer relationship- management, marketing

Other than for event management, customer relationship marketing is probably the most valuable service offered by the German-Finnish Chamber of Commerce. Social media provides a good network to promote members, especially young and engaged entrepreneurs, who need a solid ground and network for their operations especially when entering a new market. It is recommended to announce new members through Facebook, “like” or “follow” those and highlight their services by sharing quality content according to the certain business. This option provides a well opportunity to create a win-win situation and promotes both partners through social media for free.

Furthermore another service provided through Facebook should be made use of, which is the instant chat. Once the administrator is logged in to the homepage it is possible to access an instant messenger, which may be used to improve the accessibility to reach the German-Finnish Chamber of Commerce through the Facebook instant messenger. This is recommended to provide as an additional service to the service hotline that is shared in terms by the employees.

### 5.5.3 Public relations

Public relations are considered as the heart and soul of the entire social media strategy and shall be the connecting dot between the departments and promotion of the entire organization. Referring to community management, public relations are somewhat the face of the organization and shall be able to know what is going on in the organization and filter most valuable information to be shared through social media.

However public relations are considered being promoted individually through social media. A good example gives the Chamber magazine “definitv”. The exclusive feature of having a



printed-paper version is reserved solely to members of the German-Finnish Chamber of Commerce. After a period of four weeks the magazine is published through the webpage and was firstly promoted through Facebook and Twitter in January 2013 and reached an additional audience of 80 users on Facebook. The monthly E-Mail newsletter additionally provides exclusive inside information to all members.

Furthermore the public relations department can be promoted through social media by demonstrating all ongoing through social media in terms of showing that the German-Finnish Chamber is up for all Channels introduced in the previous sections.

## 5.6 Guidelines how to manage social media in the organization

The following guidelines provide information how to manage all social media channels in the German Chamber of Commerce most efficiently. It includes the most crucial point of responsibilities, how the information can be gathered and stored transparent, and how to monitor each channel. Applications such as HootSuite are introduced to support the usage of social media channels.

### 5.6.1 Responsibilities

As introduced in Chapter 4 the strategic approach, which was chosen in terms of community management, was the so-called “decentralized model” in which one department takes responsibility of managing all social media channels. The manager of the public relation department should take the main responsibility and decision-making as the most valuable information usually reaches the public relations section firstly. If this was not the case, the information or news was forwarded to the department.

The public relations department took the responsibility to access social media as a separate E-Mail account and password was set to log into the social media channels. All strategic guideline is based on the experience and implementation that was made during the thesis research within the public relation department, which were in this case the manager and the student.

However it is recommended to hire additional personnel for community management, who takes the full responsibilities for all social media channels and follows all goals for social media marketing. During the strategic implementation Finnish Trainees occasionally helped to support the information that was shared through social media management, as they were able

to translate specific terms to Finnish language. The Trainees for the Finnish trade fair department mostly supported this process.

### 5.6.2 Source of information

Information, which was suitable for all social media purposes, was collected together by the student and public relations manager. Then it was decided whether to post the information through social media or not. Both individuals did the final decision-making in sharing the most valuable information through social media. However the base source of information was mostly shared within the organization by holding informal meetings. The formal meetings like the weekly meeting on Mondays the most interesting information was shared with all departments of the German-Finnish Chamber of Commerce. The minutes and personal notes of this meeting helped to sort out the best information for social media.

Another efficient flow of information was traditional E-Mailing between staff or members. This needs to be pointed out as most Finnish speaking personnel were translating the information into Finnish. The E-Mail communication seemed also to be the most reliable due to both premises for the German-Finnish Chamber of Commerce. Proper and fast communication is essential for social media management and worked mostly within younger staff of the German-Finnish Chamber of Commerce. Again here it is recommended to let Trainees help out as they could receive restricted log in data for social media channels, to support the process.

### 5.6.3 Information storage

There are different methods to store the information that is published through social media. One method is to store all information in one social media template, which was developed, by the public relations manager and the student during the implementation and research period and has been applied. As the information are most likely saved through social media itself it is anyways recommended to keep using a social media template in order to follow especially the information that is shared through Facebook and LinkedIn. Again it is of important sense to notice that the Facebook and Twitter account are linked through an Application provided by Twitter Inc.

The template is a quality tool to follow the sources of information and is linked to the analysis of the insights as these are expiring for Facebook after a period of 89 days (January 2013).

The template, which was introduced to store and update the information, is shown in the appendices. The list below shows the content of this template.

- Week of the activity
- Date when the information arrived (Real Time)
- Date and time when the post will be published
- Content (in all preferred languages)
- Links that might be added to the post
- The source and responsible persons and department (Unit)
- The channel, where the information will be published
- Miscellaneous such as additional information (e.g. which specific event or project the information is referring to)

The advantage of this template is that each employee could access the information that is shared through social media and could adjust information with consultation, as the template is stored on the common drive. Another advantage is that all information that is shared can be prepared in advance in one template. It leads to a structured time management and allows the administrators for social media to post information at the right time. As shown in the Appendix, the template can be easily managed through Excel.

#### 5.6.4 Setting goals for the strategy

The most general goals for the entire strategy were set in advance (before the implementation period). These were theoretically to increase the brand knowledge, awareness and loyalty through additional promotional marketing channels. However the goals for continuing this strategy successfully shall be set either quarterly or monthly. The goal needs to be defined precisely. For example with this strategy the goal was set to increase the followers by 10%. Another goal was to introduce Twitter as an effective social media channel to interact in real time. So far those were reached and exceeded. The next to complete is the goal to get at least 20% of all members to follow the German Chamber of Commerce through Facebook, LinkedIn or Twitter.

All goals shall be set in accordance and agreement with each project manager for current projects. The flow of information needs to be fast. For events, which are planned more than six months in advance the promotion through social media shall be planned in accordance to the action plan of the event. Only then the integration of social media will be successful.

Setting the goals for the implementation steps for social media shall be set realistic. Therefore time management and action planning is crucial in setting goals, which needs to be communicated properly.

### 5.6.5 Promoting social media

Even though social media became a separate promotional channel social media itself has to be promoted. The first step to promote social media is thorough the homepage of the German-Finnish Chamber of Commerce. Therefore all buttons to reach the social media were placed on the webpage (Illustration 8).

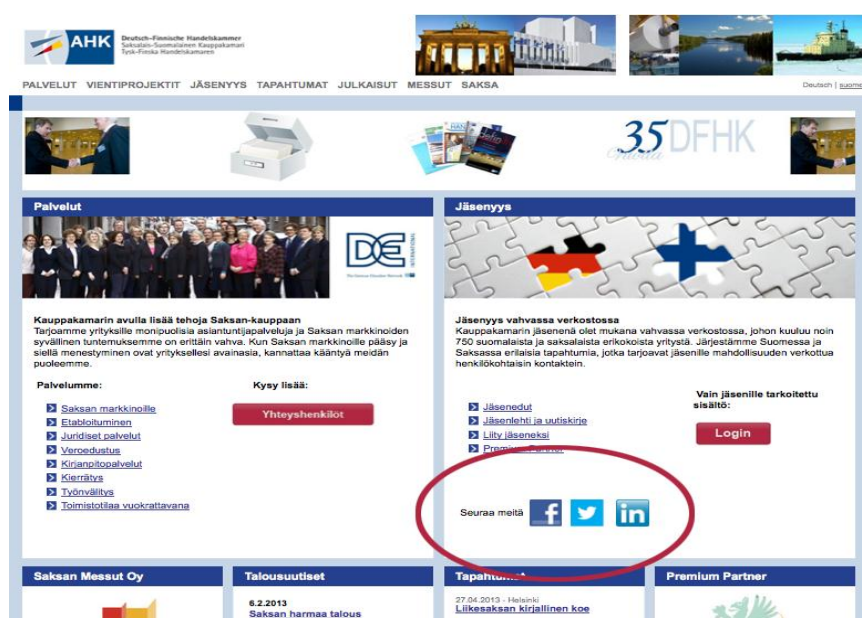


Illustration 8: Screenshot of the homepage "Follow us buttons"

As social media became an additional promotion channel, it should be most likely presented on the webpage in the middle or below, so that the audience notices it, but does not have to be next to the primary information about the organizations main services. These buttons are currently placed next to the services and advantages for members, but is under construction by restructuring the entire front page. In the new version of the front page the buttons will be placed in a separate window.

Another feature to share information through the homepage of the German-Finnish Chamber of Commerce directly with social media is so called "share, like and follow buttons". These buttons are used on the majority of webpages throughout the Internet to link specific content of the homepage with Facebook, Twitter or LinkedIn by placing a social media button to the

homepage, the information will appear in the Newsfeed of the users who shared the content. Implementing the html code of each social media can place the buttons, which are provided by the support and development center of Facebook, Twitter and LinkedIn.

The “share buttons” were introduced on the homepage for the German-Finnish Chamber of Commerce Oktoberfest 2012 and may be implemented in future for further valuable projects. Again it is only recommended to use these when promoting an important event or project, which aims a broad target audience such as for the Oktoberfest.

An additional method to promote social media of the German-Finnish Chamber of Commerce is to remind the target audience (all members) of social media through the monthly newsletter (e-brief). This method works technically most similar as the method of placing the buttons on the front homepage. As Typo 3 is used to develop the webpage, a newsletter tool is integrated to Typo 3 surface to develop each newsletter. Once a template is set, the content needs to be adjusted easily.

However Facebook was promoted once through the newsletter when it was launched. This was in February 2011 and it is recommended to place all buttons within the next newsletter as soon as the development strategy is finished. The newsletter is an important tool to inform the members of the German-Finnish Chamber of Commerce on current topics in two languages. These members may build the target audience for social media in future thus they need to be aware that these channels exist and being used. When integrating the buttons to the newsletter it is assumed to increase likes and followers for each channel by 10% of the members.

A more sophisticated way to promote social media appeared through Facebook with “Facebook Check Ins”. “The Telegraph” defined the “Check-In service as follows. “It enables people to provide a real-time update of where they are and what they’re doing when they’re on the move. It means people can tell their friends about a cool restaurant or a film that’s worth going to see, or even a good spot for a picnic. Facebook believes Places will also enable its users to take advantage of unexpected coincidences - such as discovering that they are at the same concert as their friends. Users can “check in” when they arrive at a location, just as in rival service Foursquare, and see whether any of their friends are nearby. When a Facebook user checks in to a location, an update will automatically be published to their friends’ News Feeds. They can also “tag” friends who are in the same location, either by way of a photo or a status update.” (Beaumont 2010)

The following illustration shows how the Facebook Check-in looks like for iOS phones. Once the user is near or at the location the check-in shows various options to check in the Facebook user.

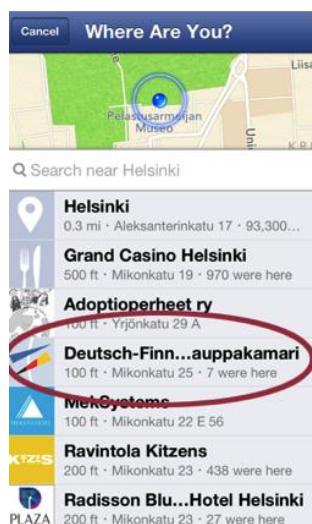


Illustration 9: "Check-in" option on Facebook for the German-Finnish Chamber of Commerce

The advantage to make use of Facebook Check-ins in terms of social media marketing is to promote the place through social media, which has an influence on the insights, which are further defined in the upcoming chapter. Check-ins link the location (for this case the German-Finnish Chamber of Commerce) with a specific action happening inside the location. This does appear in the followers' newsfeed and spreads literally the brand awareness in Facebook. While implementing the Facebook strategy the service of Check-in was made use of. This was done when pictures from the German trade fair were posted and increased the audience of the specific "post" by tagging the location in all pictures. Another check-in has been developed for the annual Oktoberfest in 2012, which has not been noticed for the event and failed. Therefore it is recommended for future implementation steps to develop Check-ins only for Trade fairs and other locations with a broad target audience (<300).

#### 5.6.6 Social media monitoring

Social media monitoring often refers to social media listening and reading, in which the monitoring is the quick response to the interaction of various topics, which are communicated through social media. Social media monitoring applications provide the user a service to summarize all interaction through each social media channel on a 24/7 base. Most applications are provided for free through mobile application stores. This section will provide an in-

production and recommendation of applications, which were used to monitor the social media channels Facebook and Twitter for the German-Finnish Chamber of Commerce.

“Social media monitoring is the active monitoring of social media channels for information about a company or organization. Several different providers have created tools to facilitate the monitoring of a variety of social media channels from blogging to Internet video to Internet forums. This allows companies to track what consumers are saying about their brands and actions. Companies can then react to these conversations and interact with consumers through social media platforms.” (Financial Times Lexicon)

The two applications of choice to monitor and manage social media for the German Chamber of Commerce became “HootSuite” and “Facebook Pages”. These were primarily driven through the mobile services as both applications were developed for mobile phones, but are also available as software applications. “HootSuite” does not only support the process of social media monitoring it unifies the advantage of managing all social media channels of choice as well (Illustration 9). “HootSuite” summarizes for Twitter the “Home Feed” (Newsfeed), “Mentions”, “Direct messages”, “Sent Tweets” and “Pending Tweets” and for Facebook the “News Feed” and “Pending Status Updates”. These options allow the user to store status updates and tweets in advance in addition to the template mentioned previously.



Illustration 10: "HootSuite" interface for iOS (Twitter and Facebook)

“HootSuite” defines its services for Facebook, Twitter and LinkedIn as in the following three paragraphs according to their homepage.

“With HootSuite’s Twitter integration, you have all the tools needed to grow, nurture, and engage your audience. Use HootSuite to send and schedule Tweets, listen using search, list

and keyword tracking streams, as well as monitor Mentions, Direct Messages, Sent Tweets, favorite Tweets, and more in dedicated streams.

Simplify your social media with HootSuite's advanced Facebook functionality. Post updates, add images, monitor feeds, and more. Teams can manage complex campaigns - including Profiles, Pages, Events, Groups, and Search.

Connect with clients, broadcast news, amplify recruitment efforts, and monitor industry conversations with HootSuite's LinkedIn management. HootSuite allows you to post directly to your Company Pages, Groups and Profiles, as well as create job search streams." (HootSuite 2013)

"Facebook Pages Manager" is an additional service to the generic Facebook mobile application provided by Facebook Inc. and separates the feature to monitor solely the company page by providing real time insights at the same time. It allows the user to respond and view insights from their mobile device of choice.

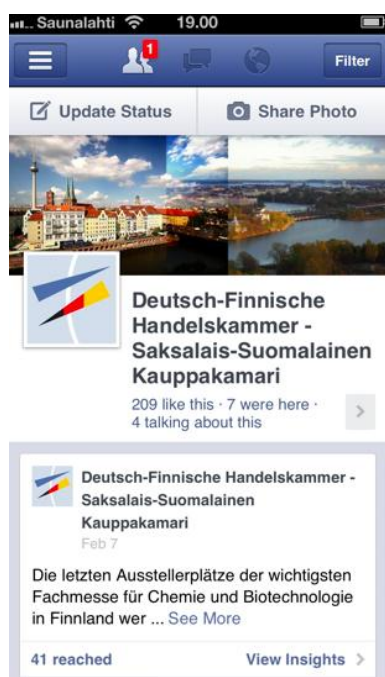


Illustration 11: Facebook Page Manager Application and interface for iOS

"Facebook Page Manager" and "HootSuite" applications can be downloaded for iOS-, Windows- or Android phones (App Store, Windows Store, Playstore) for free. The Illustration below shows the icons on the mobile phone.





Illustration 12: Overview of mobile applications for iOS to manage and monitor social media

“HootSuite” in combination with “Facebook Pages” became the most efficient applications to manage and monitor social media. They are essential to avoid pitfalls in social media, such as negative response to a post, general complaints or even spreading spam or Trojans through social media. “Hoot Suite” and “Facebook Pages” send immediately notifications to the phone, when someone responds to a tweet or Facebook “post”. The following examples occurred while implanting the strategy.

In early February 2013 “HootSuite” sent a notification about 3am where the German-Finnish Chamber of Commerce has been mentioned in a tweet. The @mention (@AHK\_Finland) was done through the German foreign Chamber of Commerce about a picture, in which the German Finnish Chamber of Commerce was alleged, to be linked. However both applications (Twitter and HootSuite) noticed it was a spam spread through social media and was sent by high priority to the phone.

In order to avoid receiving and spreading a Trojan or to damage the reputation of the German-Finnish Chamber of Commerce Twitter account the @mention was reported to Twitter at 3am and it has been lately figured out that the other responding German foreign Chamber of Commerce have received a Trojan as the account included four Spam posts. In order to prevent these issues a base knowledge of how to avoid Trojans and spam is needed.

Another example given to point out the advantages of consequent social media monitoring was the promotion of the Finnish-German Energy day in November 2012. As the promotion was going on through Facebook suddenly a Finn complained about promoting the Finnish German Energy day in English language, by commenting on the promoted event through Facebook. The application “Facebook Pages” proved a real time notification and therefore it was responded to the “post” immediately and diplomatically by explaining that usually all information is provided in Finnish and German, except international events such as the energy day, which was held in English.

To manage social media most efficiently the applications of choice are important to respond as fast as possible and at any time to activities. The applications can be used through the generic E-Mail address for social media activities for the German-Finnish Chamber of Commerce.

General knowledge of using smart phones application and social media marketing management is used to deal with those applications properly to avoid Trojans and spam. Furthermore and to save all information flow through social media, notifications for Facebook, Twitter and LinkedIn arrive to the common social media E-Mail address which was set up for all social media purposes. This E-Mail address was developed as many advertisement and notifications arrive through this E-Mail and provide a good place to store and collect all notifications of social media.

## 5.7 Guidelines to measure the performance of the strategy

The following sub sections will provide most essential tools to measure the performance of the implemented social media strategy. They are divided to analyze social media through additional provided insights by the social media itself, web optimization and key performance indicators used to measure social media and web optimization performance.

It is of important sense to examine key performance indicators for a successful strategy to follow up on the progress and to discover areas that can be improved or avoided in future. As introduced earlier, it is recommended to report the social media status performance quarterly to increase the transparency internally (see Appendix). The status update template was introduced to the managing director (in German) and the data can be stored on the common drive so that each employee can access the data.

As introduced in the implemented strategy the access data of social media shall be only provided by one department, in here the department of choice (community management) was the public relations department.

### 5.7.1 Insights

Social media such as Facebook and LinkedIn offer customized insights of the followers' demography as described in the guidelines for each social media channel. Twitter does not provide insights themselves, but applications are available for purchase. Insights provide an overview of the target audience and the success of the social media channel. For Facebook and LinkedIn the users of the network provide the data themselves by entering the essential information when setting up the social media account. Usually the basic personal data that is needed for LinkedIn and Facebook is the country of residence, age (birthday) and gender.

The language settings for each provide additional data. After entering the data, the user agrees to the terms of conditions in which the social network (LinkedIn and Facebook) states that the given data is used by Facebook (or LinkedIn) but is not handed over to a third party. As the Facebook insights are part of the service Facebook offers to its customers the data is used to measure the demographics and statistics for company pages.

The entire account setting process differs for Twitter, as less personal information is needed to set up a Twitter account. The most important information, which is needed, is the name of the account, the responsible E-Mail connection and homepage that is linked with the Twitter account.

Twitter has not launched an official service for its insights yet, but various social media measuring software is around for purchase or demo. These should not be purchased by the time the Twitter followers have climbed up to at least one hundred, as the state of Twitter yet is easy to evaluate due to the small amount of retweets and mentions. During the implementation period Twitter has reached eight @mentions and has been retweeted twelve times. The following insight applications are recommended to support the analytics of Twitter for future processing for example "Twitalyzer".

"Every tweet that you make has an influence, sometimes it is positive and sometimes it is negative. The interesting part is to measure the value of influence and you can do that with Twitalyzer. It is an analytics tool with which you determine whether your investment on twitter is justified or not. Once you access twitalyzer, you would need to enter the twitter id and depending on your followers & no. of tweets the results would be displayed in 1-2 minutes. The results are classified as the user's impact value, engagement value, influence value etc." (SocialTimes 2012)

Nevertheless these are recommendation and the amounts of developed applications to analyze insights and summarize all social networks with one application are rising.

TweetStats was used to determine the following data for the German-Finnish Chamber of Commerce Twitter account. According to TweetStats November 2012 was the busiest for the German Finnish Chamber of Commerce. This was due to the event of the Finnish German Energy day 2012 (Figure 9) (TweetStats 2013)

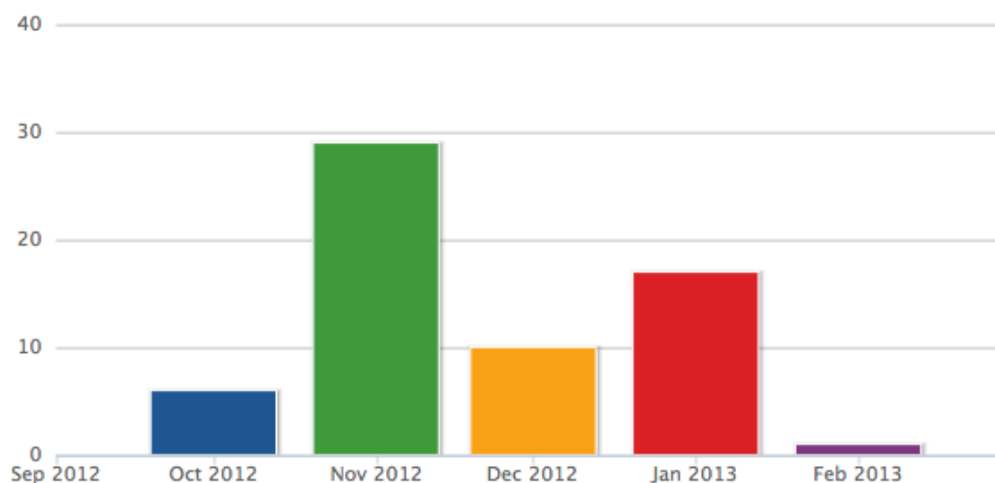


Figure 9: Tweet timeline according to Tweetstats (1.9 Tweets per day)

The tweet density covers the social media rush hours as most tweets were posted around 9am and 5pm as shown in Figure 10. (TweetStats 2013)

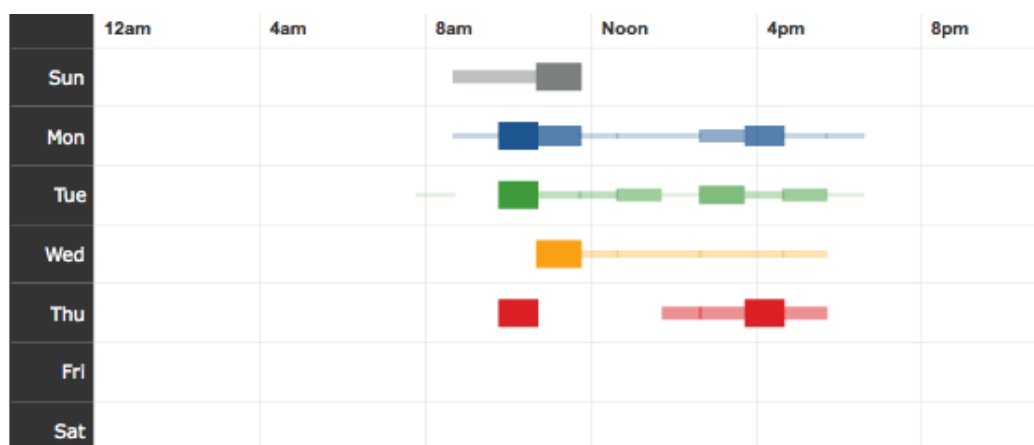


Figure 10: Tweet density (East European Time) according to "TweetStats"

The most popular interface for Twitter was the web as presented in Figure 11. This means that most tweets were spread through the web browser of choice followed by Facebook, as Twitter is built and linked with the Facebook account of the German-Finnish Chamber of Commerce. (TweetStats 2013)

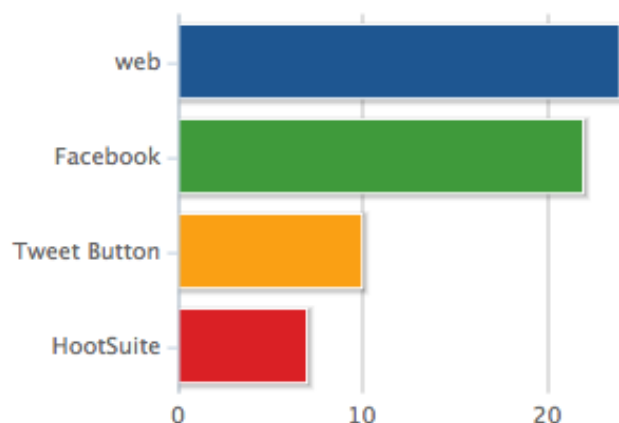


Figure 11: Most used interface for Twitter according to TweetStats

The data provided through TweetStats differs a lot from the data provided through Facebook page insights as the Facebook Insights works much more “customer oriented” and analyzes the data of the users input like who is following the German-Finnish Chamber of Commerce, what are they interested in and to whom they communicate? This may influence future development campaigns for events and long-term projects as the target audience for social media activities of the German-Finnish Chamber of Commerce is profiled and defined easily through Facebook and LinkedIn. Insights also provide the data to adjust a “post” to the target audience. For LinkedIn this is of important sense as the target audience is in senior management in comparison to Facebook. Therefore “posts” and information shall be more likely official in terms of social media.

Facebook and LinkedIn Insights, is an integrated advanced application for social network and provide the following data according to the profiles of the German-Finnish Chamber of Commerce. The information can be accessed once the user is assigned with the rights of an Administrator to share information on behalf of the organization.

The main insights provided by Facebook are divided in different topics: Overview, Likes, Reach, Talking About This and Check-Ins as shown in Figure 12. The statistics for “Talking about this” (referring to the German-Finnish chamber of Commerce and Check-ins) will not be taken into consideration as demographic data for “People Talking About” or “Check-in” is only available when more than 30 people were talking about this Page in the 7 days preceding the last day of the selected date range.

Each set of data is available for 89 days and it is therefore recommended to be analyzed quarterly for strategic reasons. The important fact in the overview of insights is to notice how many Friends of Fans are on Facebook, which means that this would be the biggest amount to be reached when promoting information through Facebook if each “Fan” of the German-

Finnish Chamber of Commerce would get involved in the “post”, which make 64,410 users on Facebook.

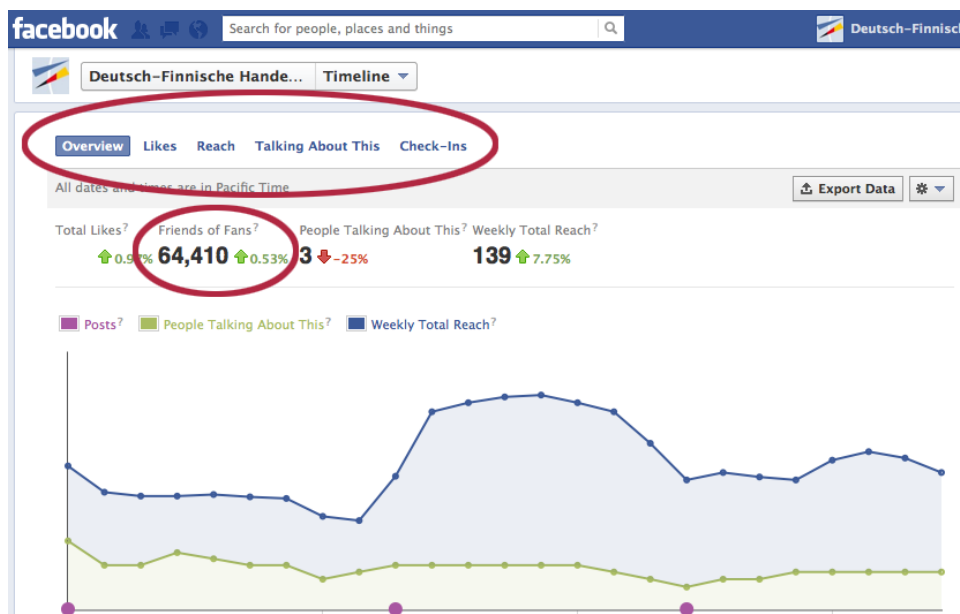


Figure 12: Overview of Facebook Insights

All data can be converted to the Excel format and can be therefore stored manually more than 89 days, if the data is downloaded.

Further, interesting data that is provided by Facebook is the reach as shown in Figure 12. These define the number of individuals that reached the Facebook page of the German-Finnish Chamber of Commerce and differs from the “Likes”, as the amount of “Likes” built the Facebook strategy target audience, and the amount “Reach” may create future Fans of this Facebook page as they reached the Facebook page without being logged in to Facebook and are more complex to analyze. However the demographics and location of “Reach” are provided in Figure 12 and is similar to the demographics of the “Likes”, which is important to know for future target group analyses.

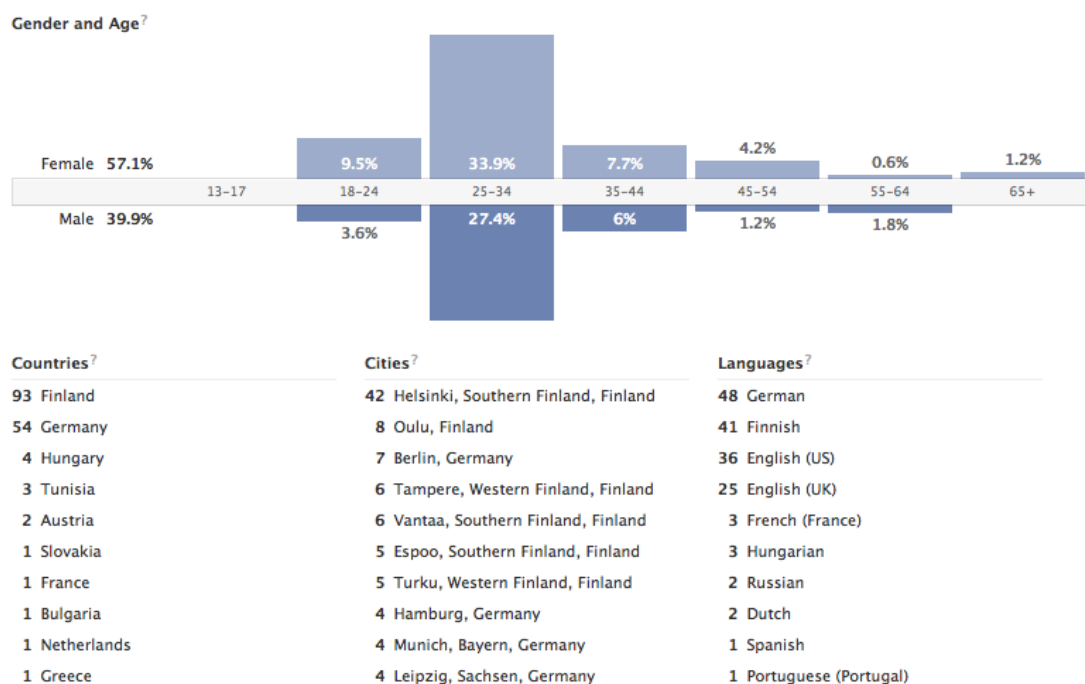


Figure 13: Facebook "reach" from 12 August until 7 January 2013

The statistic shows that the geographical majority of "Reaching" the German-Finnish Chamber of Commerce through Facebook comes from Finland, whereas the language ratio is almost equal. Another interesting fact for Facebook insights of the "Reach" is that the amount of views for the Facebook page is given. This works similar to web optimization tools in order to know how the visitors were referred to the page.

For Facebook approximately 119 visitors have reached the Facebook page of the German-Finnish Chamber of Commerce monthly by reaching the page directly. This means that they typed the direct path to the page in their browser: [www.facebook.com/handelskammer](http://www.facebook.com/handelskammer). Only three visitors have reached the Facebook page through the German-Finnish Chamber of Commerce homepage ([www.dfhk.fi](http://www.dfhk.fi)), which shows a clear trend towards Facebook especially for Finns (Figure 13) as those is the majority or "Reach".

The insights for LinkedIn differ slightly from the insights provided through Facebook. Nevertheless they are only available for Administrators of LinkedIn. LinkedIn provides two different kinds of insights. These are insights about the followers and about the page insights (Illustration 12). As LinkedIn has changed the interface recently, insights were also introduced and are quite new. LinkedIn provides an additional service such as group insights for groups and their administrators.

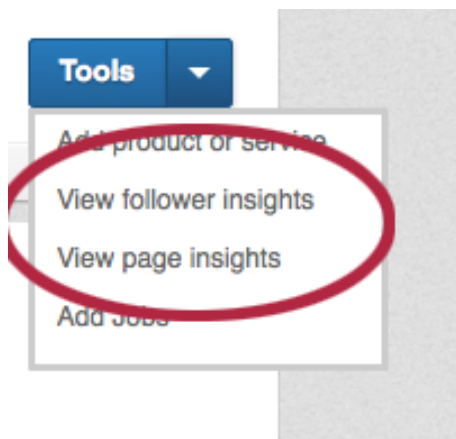


Illustration 13: Drop-down menu to reach LinkedIn insights from the Administrator view

However, LinkedIn analyzes the following data for the followers. The follower demographics are divided in different section such as seniority, industry, function, region, company size, and employee (or non employee). The following bar chart evaluates each of them and shows the insights according to the implementation period.

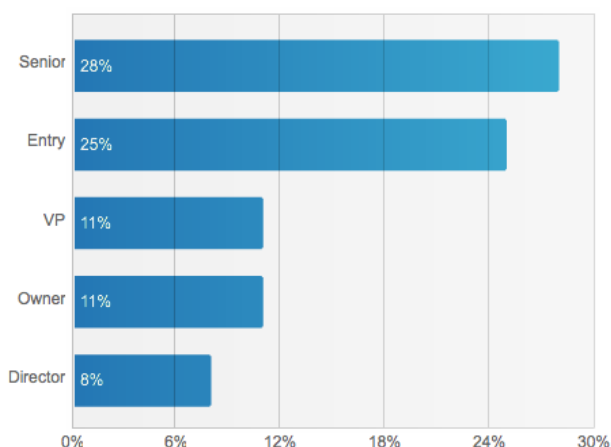


Figure 14: Seniority of LinkedIn “Followers” for the German-Finnish Chamber of Commerce

As presented in Figure 14, the most followers are in senior management followed by, market entry level. These two additionally represent the most broad target audience for the German-Finnish Chamber of Commerce on LinkedIn, likewise to the actual target group.

The insights provided by industry in Figure 14 (divided into international trade and development, management consulting, computer software, legal services, higher education) shows that the majority of followers are in international trade and development with 21%. Management consulting services, which is most of the core business of the German-Finnish Chamber of Commerce, includes 10% of the followers.



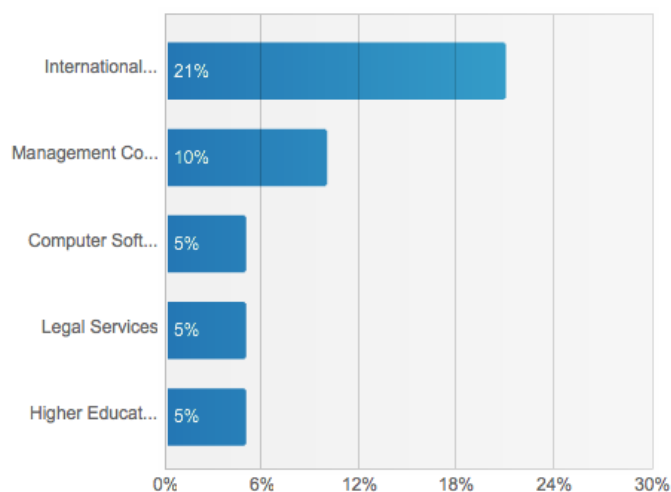


Figure 15: LinkedIn "Followers" of the German-Finnish Chamber of Commerce by industry

The region of the followers is of important sense for those insights as they provide the location of followers as shown in Figure 16.

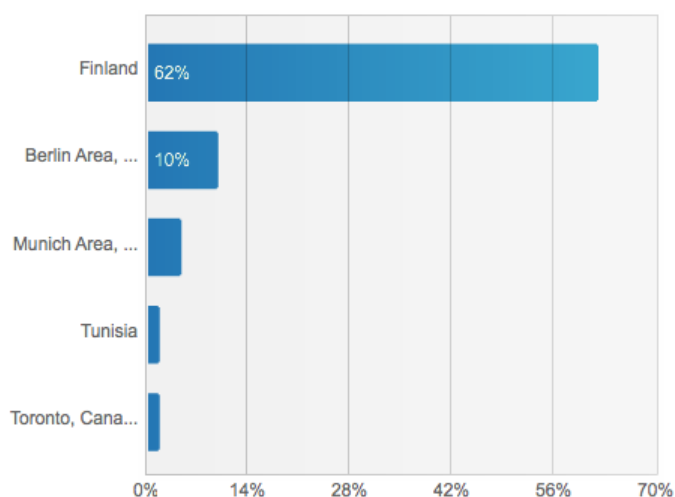


Figure 16: LinkedIn "Followers" of the German-Finnish Chamber of Commerce by region

The Figure 16 shows that the majority of followers are located in Finland and thus the biggest groups of followers are in international trade and development it is assumed that LinkedIn has a big potential to reach entrepreneurs who look for entering the Finnish market.

The ratio of the company size of the followers (employed followers) is shown in Figure 17. The bar chart shows that the majority (33%) of followers who work for small enterprises (11-50 employees), whereas 14% work for large enterprises.

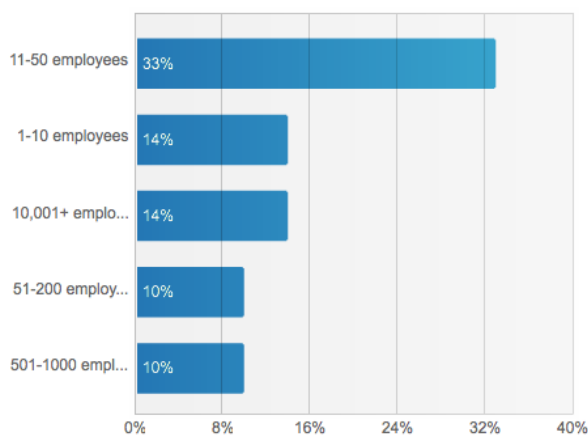


Figure 17: LinkedIn "Followers" by the size of companies' they work for

The page visitor demographics differ slightly from the follower insights as they take only the page views into consideration. The LinkedIn Company profile is also visible without being logged in to LinkedIn, and therefore statistics of the page views are provided similar to the tool of providing data through web optimization tools. The page visitor statistics can only take certain statistics into consideration, which is not analyzed within these specific strategic guidelines as they do not divide the data that comes from logged in users and users visiting the public LinkedIn page.

Different to the Facebook insights LinkedIn summarizes its data and does neither provide the option to look up data for a specific period of time nor to convert the data to excel or other software.

Nevertheless all given insights and statistics in this section provide a good overview of how the German-Finnish Chamber of Commerce is performing statistically on all social media channels and examines the followers and likes demographically. All insights provided in this chapter can be gathered through the applications and are recommended to use to adjust specific information, which is share through each social media channel.

### 5.7.2 Further steps to reach the target groups

According to the analysis of followers and likes for each social media network within the previous sections the following steps will define how the recognition through media can be advanced. These differ for each network.

After it was shown who is interested in the social media appearance of the German-Finnish Chamber of Commerce it is questioned whom the German-Finnish Chamber of Commerce

should “like” or “follow” in future. It is therefore recommended to interact more with the members of the German-Finnish Chamber of Commerce for future strategic implementation reasons. These are precisely suggested through this section and the final chapter of precise development suggestions.

Within the upcoming quarter, the community management shall strategically start to follow the most valuable members (such as premium members) through social media and promote their services as well to enhance the service offered by the German-Finnish Chambers of Commerce. Other potential groups to target through social media are other German foreign Chambers of Commerce and Chambers of Commerce and industry in Germany as they work hand in hand. Another concrete development proposal is to “like” or “follow” members, prospective members and chambers of commerce in combination with ongoing events and projects (e.g. example for the energy day 2012 for Viessmann).

### 5.7.3 Web optimization in social media

Web optimization also called search engine optimization (SEO) refers to the process of adjusting and influencing the result of search engines (e.g. Google). Keywords can be defined within search engine optimization (SEO) in order to rank the keywords as high as possible when a keyword is looked up through a search engine. Urchin Software is currently used to control the monitoring of the homepage of the German-Finnish Chamber of Commerce. Urchin Software was acquired in 2005 by Google and analyzes traffic for one or more websites. It provides easy-to-understand reports on visitors - where they come from, how they use the site. (Crunchbase 2005) The software also delivers the statistics of how many visitors reached the homepage through social media and recognizes trends of topics provided through the webpage and its micro pages. Web optimization shall be integrated within the community management in order to monitor all web tools in the best way.

### 5.7.4 Key performance indicators and ROI

This section will introduce measurement techniques for social media key performance indicators and the return on investment of social media, which is a broad and complex topic. Therefore the topic will be scratched, as it would lead to an additional research process. Furthermore the ROI and KPI needs further time to be analyzed, as the implementation period was short.

Both (KPI and ROI) are methods to measure the performance of a campaign. However KPIs and the return on investment for social media management are not defined specifically. This is important to notice as each KPI is measured according to a certain goal that is followed by the strategic implementation. The introduction to key performance indicators in business management is defined below.

Key performance indicators (KPI) are “are the selected measures that provide visibility into the performance of a business and enable decision makers to take action in achieving the desired outcomes. Typically, KPIs are monitored and distributed in dashboards or scorecards to provide everyone in the organization with an understanding of the strategy implementation progress.” (Smart KPI’s 2012)

The main goal, which was researched, is the brand awareness and brand knowledge. For both various key performance indicators are defined and review the outcome of the implementation of this strategy. Key performance indicators thus should be monitored with a long-term goal of increasing the members and customer frequency, which will then lead to a proper definition of the return on investment for those. As the strategy was implemented for a shorter period of time the KPIs were set according to the goal of increasing the brand awareness as following.

- Reach Sources
- Engagement

The return on investment is complex to measure for social media as the value of each “Follower” on Twitter or “Like” on Facebook differs and might develop a different monetary or reputation value, which means that each “Like” or “Follower” might be a potential customer. Levinson and Gibson (2010, 132) point out that most social media efforts are abandoned long before their results can be measured and that it sometimes it is not practical or relevant to measure ROI solely by profits created. Net results are positive actions or results that may not be directly monetary but affect the profitability or organization’s overall success.

For example someone that has “liked” or “followed” the German-Finnish Chamber on Facebook or Twitter may turn into a member later as they firstly want to get informed which services are provided and how the organization works. This would need a longer period of monitoring, and tools such as “Radian6” may observe and measure these in accordance with the ROI.

Romeo (2011, 146) points out that ROI invites us to translate all 2.0 communications into money. However while costs are fairly clear, the profit arising from each activity is more elusive. Many tend to simplify the return, reducing it to only items which can be quickly quanti-

fied in money and calculating profit solely on the basis of direct sales made from links posted on social networks. While this return is interesting for a company whose activity is 100 per cent linked to on-line commerce, it is completely inadequate for any other institution, and especially for a company or institution that does not sell anything online.

According to Romeo (2011, 147) it is most interesting to know the intermediate levels of return of social media. These could be broken down to achieve different objectives. The result how a potential user perceives the brand is important to know if the objectives were met or not. Therefore, Romeo (2011, 147) recommends the analysis of online reputation and an action analysis. An example of how the analysis could be determined is given below by defining different levels of return, the indicator and analysis suggestion. (see Appendix)

1. Direct level, in which the indicator is the user engagement and leads to the analysis of the Mentions RT Interactions (etc.).
2. Intermediate level, in which the branding appears as the indicator and can be analyzed through Online reputation, Action analysis and 2.0 analysis.
3. Final level in which the indicator drives core return on investment and will be analyzed through business intelligence, market studies and social research.

## 6 Added value and benefits of the social media strategy

First of all it is again of important sense to point out the idea of promoting members through social media, as these actions seemed the most successful within the strategy and is therefore again recommended within the concrete development proposal in the last chapter.

Other strategic progress, which was delivered to the organization through the social media strategy, is the improvement in communication and transparency. Through all social media channels the target audience can choose the channel of choice and gets instant updates on the organizations projects and performance. This strengthens the internal and external communication and has a huge impact on the flexibility.

Another important value that is added to the German-Finnish Chamber of Commerce through social media is the increase of the core brand and the brand awareness, which has an impact on the entire brand equity. The brand equity for the German-Finnish Chamber of Commerce is high as the brand stature (knowledge) is high for both countries, Finland and Germany. The strength of the brand (differentiation and relevance) is noticeably low, as the brand does not represent one specific product range or service range and therefore competes with other consulting agencies and other chambers of commerce (Finpro, Keskuskauppakamari) in Finland.

However these organizations are also available through the social media channels and may be a threat to the German-Finnish Chamber of Commerce. The competitive advantage here is to promote all social media channels with the main focus on strengthening the bilateral trade between Finland and Germany, which other chambers are not able to promote as efficient as the German-Finnish Chamber of Commerce.

Another important fact is that social media makes the organization more attractive to younger start-up companies, and may build prospective future members and individuals as the chamber are represented from various angles. Mostly all younger start-up enterprises and small to medium sized enterprises depend on social media are represented very well. The German-Finnish Chamber of Commerce now provides a well tool to communicate with them and to highlight all benefits of the memberships.

While the implementation of the strategy, it was noticeably that the strategy has improved the overall performance of the social media presence, as the increases in “likes” on Facebook and “followers” are growing faster and has a big impact on the brand awareness.

The strategy has built a helping hand for the public relations department as current issues can be additionally to the chamber magazine “definitiv” published through social media channels and creates an advantage to all who do not receive the print issue.

## 7 SWOT analysis social media strategy

The following SWOT analysis in relation to the social media strategy as a development suggestion provides the overall evaluation of a company’s strengths, weakness, opportunities and threats. It is a way of monitoring the external and internal marketing environment. (Kotler et al. 2009, 101)

### Strengths (internal)

- Preliminary social media presence (Facebook and LinkedIn)
- Good amount of “Likes” through Facebook
- Good content delivery through webpage
- Qualified personal
- Marketing communication

### Weaknesses (internal)

- Bilingual communication
- Currently poor content delivery through LinkedIn

- Internal community management
- No fixed strategy and aims
- Knowledge on monitoring social media channels
- Marketing communication
- Hard to measure the ROI for short term projects
- Untrained staff

#### Opportunities (external)

- Further promotion of members through social media
- Increased event promotion and advertisement
- Improve the brand awareness
- New target or niche markets that are untapped: students, the public
- Quick delivery, branding opportunities, and enhanced marketing opportunities
- Real-time communication
- Reach out to certain groups that traditional media didn't allow you to
- Recruitment of interested new members, students, public support
- Big impact on increase of brand image and awareness

#### Threats (external)

- Will the social media strategy be sustainable, can it continue?
- Spam and Trojans (It is getting dangerously spammy)
- It got too much publicity in a short time. May get burned out
- Other social networking sites may grow and take the market share of Facebook or Twitter (Currently Pinterest)
- Stronger performance by direct competitors (e.g. private consulting agencies and the Finnish Chamber of Commerce - Finpro)

The SWOT analysis is an additional instrument to point out the current situation of the social media strategy and differs from the internal and external issues that will be implemented. It allows the weakness and threats to be observed in order to prevent pitfalls and risks.

## 8 Risk management

The risk analysis was carried out to prevent typical pitfalls within a social media strategy. Thus it will identify the source of risk (uncertainty), the effect of risk probability occurrence, how to mitigate risk and who takes responsibility of the risk source. These are summarized in the following table.

Source of Risk	Effect	Probability	Importance	How to mitigate the risk	Responsible
Lack of employee understanding of information security risks to customer information	Disclosure of confidential customer information	Medium	High	- Information security training - Social media policy - Social media monitoring program - Acceptable use of policies through social media	Legal, Public relations, Human resource management
Unsatisfied employees uses social media to disparage the organization	Crisis response policy and procedures that include a social media component	Low	High	Extended social media monitoring and tracking of data	Legal, managing director
Other public relations event such as incorporate content by employees	Loss of followers, likes, reputation damage	High	Medium	Filtering the most valuable content and share it with the crowd	Public relations
Lack of regularly updated virus/malware software	Trojans, Viruses and Spam	High	High	Good IT knowledge to recognize malware. Usage of internal IT service	IT service
Violation of social media platform policies	Copyright investigation, reputation damage	Medium	Medium	Prevention through trained staff to contact for copyright and legal actions	Public relations, legal
Insufficient Social media monitoring	Social media is not observed 24/7	Medium	Medium	Prevention through trained staff to monitor the channels	Public relations,

Table 8: Risk analysis for the social media strategy

Other risks, which might appear while carrying out the social media strategy for the German-Finnish Chamber of Commerce, are such as the language issue. Native speakers shall review the content, which is posted through social media. This needs to happen fast, as social media



is a real time thing and badly translated information can be crucial for the image of dealing in bilateral matters.

Bad reputation can be easily spread through social media. This is a urgent matter and can be only managed by trained staff who knows how to deal with social media monitoring and how to report or ban certain users from the social media channel that is affected.

## 9 Concrete development proposals

The concrete development proposal suggests how the strategy shall be taken into consideration to fulfill the strategy in future. This needs investment in resources for the public relations to follow up and it recommends making use of a structured community management like the centralized model. Hiring a community manager or social media manager, who supports the public relations manager with these activities is highly recommended to continue with the work introduced in this research.

As it was pointed out in this research paper social media became an important promotional channel in business and shall not be avoided nor underestimated. Especially for small to medium sized-enterprises social media is the key for effective and cost efficient marketing communication. Therefore it is recommended to increase the promotion of members through social media, such as announcing new members (“liking”, “following”, “sharing”) and highlight a certain service or product they provide. As the German-Finnish Chamber of Commerce provides the service of promoting members and helping them to enter the German or Finnish market it is also recommended to be continued in future with proper social media management.

An additional concrete development idea concerning LinkedIn is to create a LinkedIn group for the German-Finnish Chamber of Commerce to see whether the company profile or the LinkedIn group receives more attention by the LinkedIn target group. Furthermore a LinkedIn group provides a genius platform to discuss recent topics. As it was determined in the strategic guidelines to LinkedIn, the strategy was not carried out as efficient as for Facebook or Twitter, because LinkedIn has changed their interface and terms of conditions during the implementation period, which brought down the entire effort and recommended steps to continue the strategy. However keeping the LinkedIn up to date and connect to members and involve status updates are the next steps to be recommended.

The Facebook company page is growing and is the most effective social media channel so far. Facebook should be kept as it is. However the flow of information shall be improved so that

all events and projects can be promoted through this channel. It is not recommended to set up an independently Facebook Company pages (Fan pages) for events or seminars unless the fame of the page can be anticipated and will have an audience of more than thousand participants. Therefore the next implementation steps would be to update events and promote the newest members.

Twitter shall be continued, as it needs time and patience to grow in its audience. This can be improved by keeping the followers almost daily up to date on news, which is the best to do at the current stage of this specific social media strategy. Again it is important to notice that especially Twitter has to be managed and monitored 24/7, because Twitter has been launched recently, compared to the other social networks.

Improving the social media monitoring, an additional social media monitoring application is recommended and shall be installed through the mobile device and companies' computer to provide a good overview of what is going on in all social media channels. Radian6 is recommended as it summarizes all channels and would support the service of reporting social media activities internally.

It is furthermore recommended to promote current open positions through social media in accordance with the human resource management and the JobXchange tool by linking the open position from the homepage to the social media channels. The most favorable social media channel for promoting the job opening shall be in accordance to the position and which target group is taken into consideration.

Adjustments according to the strategy referring Xing and YouTube shall be taken into consideration once the strategy is fully approved. For Xing the development of a group (similar to the LinkedIn group) can be taken into consideration. The development of a YouTube profile shall be taken only into consideration if the German-Finnish Chamber of Commerce host specific events with very well-known keynote speakers and the event or seminar will be recorded anyways. However related YouTube Videos (e.g. "Nordwesteuropa Konferenz") from other chambers of commerce or generic videos related to the German-Finnish chamber of commerce shall be shared in any case through social media.

Social media "share buttons" are recommended to embed the event section of the homepage and micro pages. These support the option to share the event or information throughout the web by literally pushing the information to the social network of choice.

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Appendix: Goals of the thesis

<b>Goal Thesis</b>	<b>Goal Organization</b>	<b>Activity</b>	<b>Relation to defined subject area</b>
Development in marketing management	Increase and broaden the quality of content (Facebook, Twitter and LinkedIn)	Time Management, Scheduling	Core (social media) strategy
Development in research of brand management	Increase of the brand equity (expansion of visual content and brand availability)	Graphic design with Photoshop, Update of the homepage through TYPO3	Brand & design management
Improvement in organizational activities such as scheduling and working with deadlines	Template Draft Design for posts	Define a group of people, that are responsible to deliver messages	Communication plan, Communication Management Marketing Management (4Ps)
Increase knowledge in marketing management and customer relationship management	Reaching new target groups and win potential customers	Social Media Management,	Core (social media) strategy Customer relationship management
Design a proper schedule/timetable	Working in the most time efficient way	Scheduling	Time Management
Estimate of the return on investment	Decreasing workload for the public relations section	Scheduling & Communication	Outcome of the core strategy
Estimate of the return on investment	Decreasing workload for the public relations section	Scheduling & Communication	Outcome of the core strategy
Social Media Monitoring Tool	Find the most efficient monitoring tool	Social Media Monitoring	Organizational Management

Appendix 84-90: Primary research data

AHK Name Deutsch	#Social Media SearchWord	Bewertung Webpage(1-5)
<a href="#">Ägypten/ Deutsch Arabische Handelskammer</a>	Deutsch-Arabische Industrie- und Handelskammer	3
<a href="#">Algerien Deutsch-Algerische Industrie- und Handelskammer</a>	AHK ALGERIEN	2
<a href="#">Angola Delegation der Deutsche Wirtschaft in Angola</a>		1
<a href="#">Argentinien</a>	AHK ARGENTINA	3
<a href="#">Australien</a>	The German-Australian Chamber; German Australian Chamber of Industry and Commerce	3
<a href="#">Baltische Staaten</a>		2
<a href="#">Estland</a>		
<a href="#">Lettland</a>		
<a href="#">Litauen</a>		
<a href="#">Belarus</a>		2
<a href="#">Belgien</a>	Ahk Debelux Internationale Projekte	3
<a href="#">Bolivien</a>	AHK BOLIVIA	4
<a href="#">Bosnien und Herzegowina</a>		3
<a href="#">Brasilien</a>	CAMARA BRASIL ALEMANHA; Câmara de Comércio e Indústria Brasil-Alemanha	4
- <a href="#">Brasilien - Porto Alegre</a>	Câmara Brasil-Alemanha de Porto Alegre; @ahkpoa	2
- <a href="#">Brasilien - Rio de Janeiro</a>	CAMARA BRASIL ALEMANHA RJ, @ahk_rj	5
- <a href="#">Brasilien - São Paulo</a>	Câmara de Comércio e Indústria Brasil-Alemanha; Câmara Brasil-Alemanha; @ahkmeioambiente	4
<a href="#">Bulgarien</a>	Германо-Българска индустриално-търговска камара	4
<a href="#">Chile</a>	CAMCHAL, @CAMCHAL	2
<a href="#">China</a>	GERMAN INDUSTRY AND COMMERCE GREATER CHINA	3
- <a href="#">China - Beijing</a>		
- <a href="#">China - Guangzhou (Kanton)</a>		
- <a href="#">China - Hongkong</a>		
- <a href="#">China - Shanghai</a>		
<a href="#">Costa Rica</a>	AHK   Cámara de Comercio Costarricense Alemana; @ahkcostarica	5
<a href="#">Dänemark</a>	German-Danish Chamber of commerce	3
<a href="#">Dominikanische Republik</a>		1
<a href="#">Ecuador</a>	AHK Ecuador; Cámara de Industrias y Comercio Ecuatoriano-Alemana	4
<a href="#">El Salvador</a>		1
<a href="#">Estland</a>		2
<a href="#">Finnland</a>	DEUTSCH-FINNISCHE HANDELSKAMMER, SAKSALAI-SUOMALAISEN KAUPPAKAMARI	2
<a href="#">Frankreich</a>	La Chambre Franco-Allemande de Commerce et d'Industrie; AHK FRANKREICH, CFACI	4
<a href="#">Ghana</a>	Ghanaian-German Economic Association	2
<a href="#">Griechenland</a>		2

Warum?	Facebook	LinkedIn	Twitter
event kalender als ticker, dreisprachig, messe rubrik	JA	NEIN	NEIN
mangel an informationen, cluttered, messe rubrik	JA	NEIN	NEIN
zuviel text auf startseite, gut=länder info auf startseite	NEIN	NEIN	NEIN
cluttered, keine CI, unuebersichtlich, sprachänderung?	JA	JA	JA
sehr gut strukturiert	JA	JA	NEIN
quasi kopie der finnischen ahk-page	NEIN	NEIN	NEIN
	NEIN	NEIN	NEIN
	NEIN	NEIN	NEIN
	NEIN	NEIN	NEIN
unuebersichtliche startseite, zuviel text	NEIN	NEIN	NEIN
uebersichtlich	NEIN	NEIN	NEIN
direkter link zu facebook, sehr gut strukturierte startseite	JA	NEIN	NEIN
publikationen rechts	NEIN	NEIN	NEIN
Regionale, Unabhängig, keine CI, direkter login für mitglieder	JA	JA	JA
keine CI, unuebersichtlich, GUT IST LINKEDIN BUTTON STARTSEITE	JA	JA	JA
video, strukturierung	JA	JA	JA
NEWSFEED, EVENTTICKER, ISO U PARTNER PRÄSENT	JA	NEIN	JA
BANNER VIP PARTNER, SEHR UEBERSICHTLICH	JA	NEIN	NEIN
UNUEBERSICHTLICH, GUT TWITTER BUTTON	JA	JA	JA
DREISPRACHIG, PERSONALISIERTE BANNER AD	NEIN	JA	NEIN
	NEIN	NEIN	NEIN
	NEIN	NEIN	NEIN
	NEIN	NEIN	NEIN
	NEIN	JA	NEIN
STARTSEITE SEHR UEBERSICHTLICH, SOME VERLINKUNG	JA	NEIN	JA
SEHR SPARTANISCH, NICHT BESONDERS KREATIV	JA	NEIN	NEIN
schlecht, spartanisch, unstrukturiert	NEIN	NEIN	NEIN
schlicht, social media verlinkung, verkauf von studien, sehr hohe präsenz der csr	JA	JA	JA
reine info seite, trotzdem gut strukturiert	NEIN	NEIN	NEIN
KOPIE DER FINNISCHEN SEITE	NEIN	NEIN	NEIN
SEITE UNVOLLSTÄNDIG	JA	JA	NEIN
NEWS TICKER	JA	JA	NEIN
UNUEBERSICHTLICH, DURCHEINANDER	NEIN	JA	NEIN
UNUEBERSICHTLICH	NEIN	NEIN	NEIN

Warum?	Facebook	LinkedIn	Twitter
<b>UEBERSICHTLICH PRÄGNANT</b>	NEIN	JA	NEIN
VERLINKUNGEN AUF STARTSEITE FEHLEN, KEINE BANNER ADS, VERANSTALTUNGSBOX LEER	JA	JA	NEIN
SEHR GUT GEGLIEDERT, VERKNÜPFUNG ZU FACEBOOK, UEBERSICHTLICH	JA	NEIN	NEIN
SEHR GUT IGCC BUSINESS MONITOR, LANDESTYPISCHE INFORMATIONEN	JA	JA	NEIN
ANSPRECHEND, DREISPRACHIG, "MITGLIEDSCHAFTS-BUTTON" SEHR GUT PLAZIERT, KULTUREREIGNISSE	JA	NEIN	JA
Deutsches Wirtschaftsbüro Irak ESSENTIELLE INFOS	NEIN	NEIN	NEIN
DIENSTLEISTUNGEN UND MITGLIEDSCHAFT STECHEN SOFORT INS AUGEN	JA	NEIN	NEIN
<b>UEBERSICHTLICH PRÄGNANT</b>	JA	JA	NEIN
<b>UEBERSICHTLICH, KURZ</b>	NEIN	JA	NEIN
DREISPRACHIG, ENERGIEEFFIZIENZ UND EVENTS STEHEN IM VORDERGRUND	JA	NEIN	NEIN
<b>REGIONAL REPRÄSENTANZ IN UNTERRUBRIK</b>	JA	NEIN	NEIN
INNOVATIV UND KREATIV, VERLINKUNG ZU SOZIALEN NETZWERKEN, BANNER AD	JA	NEIN	JA
SEHR UEBERSICHTLICH, REGIONAL BEZOGEN, VERLINKUNG ZU SOZIALEN MEDIEN	JA	JA	JA
SEHR UNPROFESSIONELL	NEIN	NEIN	NEIN
KEINE FUNKTIONIERENDE HOMEPAGE	NEIN	NEIN	NEIN
SEITE ERSCHEINT UEBERFUELLT UND UNEBERSICHTLICH, ZU VIEL INFO, POSITIV=DUALE AUSBILDUNG	NEIN	JA	NEIN
SEHR UEBERSICHTLICH, MITGLIEDSCHAFTSANTRAG STEHT IM MITTELPUNKT	JA	NEIN	NEIN
<b>AUFBAU ÄHNLICH FINNISCHE SEITE; BANNER AD; registrierungs buttons schnell erkennbar</b>	NEIN	NEIN	NEIN
CSR SEMINAR BANNER, MEMBERSHIP BUTTON SEHR AUFFÄLLIG	NEIN	NEIN	NEIN
NEWSLETTER AD, EVENTKALENDER	JA	NEIN	NEIN
TASKLEISTE UNUEBERSICHTLICH	NEIN	NEIN	NEIN
SEHR UEBERSICHTLICH	JA	JA	NEIN
KEINE CI, TASKLEISTE GUT STRUKTURIERT ANSONSTEN ETWAS DURCHEINANDER STRUKTURIERT	NEIN	NEIN	NEIN
SCHLICHT UEBERSICHTLICH, NOTWENDIGE INFO	NEIN	NEIN	NEIN
<b>UEBERSICHTLICH, SEHR GUT STRUKTURIERT</b>	NEIN	JA	JA
KEINE FUNKTIONIERENDE HOMEPAGE	NEIN	NEIN	NEIN
SEHR GUT UND UEBERSICHTLICH, VORBILDLICH! VERLINKUNG ZU WEITEREN SOCIAL MEDIA AKTIVITÄTEN FEHLT DENNOCH	JA	JA	JA
<b>SEHR GUTER AUFBAU, STRUKTURIERT</b>	JA	NEIN	NEIN
KEINE CI, SEHR SCHLICHT	NEIN	NEIN	NEIN
KEINE CI, NEWSFEED, UEBERSICHTLICH	JA	NEIN	NEIN
UEBERSICHTLICH	JA	NEIN	NEIN
KEINE CI, TOTALE VERLINKUNG ZU ALLEN GÄNGIGEN SOZIALEN NETZWERKEN	JA	JA	JA

Warum?	Facebook	LinkedIn	Twitter
<b>UEBERSICHTLICH PRÄGNANT</b>	NEIN	JA	NEIN
VERLINKUNGEN AUF STARTSEITE FEHLEN, KEINE BANNER ADS, VERANSTALTUNGSBOX LEER	JA	JA	NEIN
SEHR GUT GEGLIEDERT, VERKNUEPFUNG ZU FACEBOOK, UEBERSICHTLICH	JA	NEIN	NEIN
SEHR GUT IGCC BUSINESS MONITOR, LANDESTYPISCHE INFORMATIONEN	JA	JA	NEIN
ANSPRECHEND, DREISPRACHIG, "MITGLIEDSCHAFTS-BUTTON" SEHR GUT PLAZIERT, KULTUREREIGNISSE	JA	NEIN	JA
Deutsches Wirtschaftsbüro Irak ESSENTIELLE INFOS	NEIN	NEIN	NEIN
DIENSTLEISTUNGEN UND MITGLIEDSCHAFT STECHEN SOFORT INS AUGEN	JA	NEIN	NEIN
<b>UEBERSICHTLICH PRÄGNANT</b>	JA	JA	NEIN
<b>UEBERSICHTLICH, KURZ</b>	NEIN	JA	NEIN
DREISPRACHIG, ENERGIEEFFIZIENZ UND EVENTS STEHEN IM VORDERGRUND	JA	NEIN	NEIN
<b>REGIONAL REPRÄSENTANZ IN UNTERRUBRIK</b>	JA	NEIN	NEIN
INNOVATIV UND KREATIV, VERLINKUNG ZU SOZIALEN NETZWERKEN, BANNER AD	JA	NEIN	JA
SEHR UEBERSICHTLICH, REGIONAL BEZOGEN, VERLINKUNG ZU SOZIALEN MEDIEN	JA	JA	JA
SEHR UNPROFESSIONELL	NEIN	NEIN	NEIN
KEINE FUNKTIONIERENDE HOMEPAGE	NEIN	NEIN	NEIN
SEITE ERSCHEINT UEBERFUELLT UND UNEBERSICHTLICH, ZU VIEL INFO, POSITIV=DUALE AUSBILDUNG	NEIN	JA	NEIN
SEHR UEBERSICHTLICH, MITGLIEDSCHAFTSANTRAG STEHT IM MITTELPUNKT	JA	NEIN	NEIN
<b>AUFBAU ÄHNLICH FINNISCHE SEITE; BANNER AD; registrierungs buttons schnell erkennbar</b>	NEIN	NEIN	NEIN
CSR SEMINAR BANNER, MEMBERSHIP BUTTON SEHR AUFFÄLLIG	NEIN	NEIN	NEIN
NEWSLETTER AD, EVENTKALENDER	JA	NEIN	NEIN
TASKLEISTE UNUEBERSICHTLICH	NEIN	NEIN	NEIN
SEHR UEBERSICHTLICH	JA	JA	NEIN
KEINE CI, TASKLEISTE GUT STRUKTURIERT ANSONSTEN ETWAS DURCHEINANDER STRUKTURIERT	NEIN	NEIN	NEIN
SCHLICHT UEBERSICHTLICH, NOTWENDIGE INFO	NEIN	NEIN	NEIN
<b>UEBERSICHTLICH, SEHR GUT STRUKTURIERT</b>	NEIN	JA	JA
KEINE FUNKTIONIERENDE HOMEPAGE	NEIN	NEIN	NEIN
SEHR GUT UND UEBERSICHTLICH, VORBILDLICH! VERLINKUNG ZU WEITEREN SOCIAL MEDIA AKTIVITÄTEN FEHLT DENNOCH	JA	JA	JA
<b>SEHR GUTER AUFBAU, STRUKTURIERT</b>	JA	NEIN	NEIN
KEINE CI, SEHR SCHLICHT	NEIN	NEIN	NEIN
KEINE CI, NEWSFEED, UEBERSICHTLICH	JA	NEIN	NEIN
UEBERSICHTLICH	JA	NEIN	NEIN
KEINE CI, TOTALE VERLINKUNG ZU ALLEN GÄNGIGEN SOZIALEN NETZWERKEN	JA	JA	JA

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Appendix

AHK Name Deutsch	#Social Media SearchWord	Bewertung Webpage(1-5)
<a href="#">Philippinen</a>	European Chamber of Commerce of the Philippines; @ECCP	5
<a href="#">Polen</a>		3
<a href="#">Portugal</a>	AHK PORTUGAL,	3
<a href="#">Rumänien</a>		1
<a href="#">Russland</a>	AHK Russland; @AHK_Russland	5
<a href="#">Saudi-Arabien</a>		2
<a href="#">Schweden</a>	Tysk-Svenska Handelskammaren, @TyskSvenskaHK, Deutsch-Schwedische Handelskammer	5
<a href="#">Schweiz</a>		4
<a href="#">Serbien</a>		2
<a href="#">Singapur</a>	Singaporean-German Chamber of Industry and Commerce	2
<a href="#">Slowakei</a>		3
<a href="#">Slowenien</a>	@ahkslowenien	2
<a href="#">Spanien</a>	Cámara de Comercio Alemana para España, @AHK_es	5
<a href="#">Südliches Afrika</a>	SA-German Chamber of Commerce and Industry; SA-German Chamber, @SAGermanChamber	2
<a href="#">Taiwan</a>	German Trade Office Taipei	3
<a href="#">Thailand</a>	German-Thai Chamber of Commerce, Ahk Thailand	3
<a href="#">Tschechien</a>		3
<a href="#">Türkei</a>	Alman-Türk Ticaret ve Sanayi Odasi	2
<a href="#">Tunesien</a>	AHK Tunesien - Chambre Tuniso-Allemande de l'Industrie et du Commerce	3
<a href="#">Ukraine</a>	AHK Ukraine,	2
<a href="#">Ungarn</a>	Deutsch-Ungarische Industrie- und Handelskammer	3
<a href="#">Uruguay</a>	Cámara Uruguayo-Alemana Ahk	2
<a href="#">USA</a>	German-American Chamber of Commerce	4
<a href="#">- USA Atlanta</a>	GACC South; @GACCSouth	5
<a href="#">- USA Chicago</a>	German American Chamber of Commerce of the Midwest, GACC of the Midwest; @GACCofM	4
<a href="#">- USA Houston</a>	GACC South; @GACCSouth	5
<a href="#">- USA New York</a>	German American Chambers of Commerce, Inc., transatlantic-news , @ta_news	4
<a href="#">- USA San Francisco</a>	GACCWesternUS, @GACCWesternUS, German American Chamber of Commerce California	4
<a href="#">- USA Washington</a>	Representative of German Industry and Trade	3
<a href="#">Venezuela</a>	Cavendish AHK Venezuela	4
<a href="#">Vereinigte Arab. Emirate</a>	AHK UAE - German Emirati Joint Council for Industry and Commerce (AHK)	5
<a href="#">Vereinigtes Königreich</a>	German-British Chamber of Industry & Commerce	5
<a href="#">Vietnam</a>		3
<a href="#">Zentralamerika/Karibik</a>		2



Warum?	Facebook	LinkedIn	Twitter
KEINE CI, TOTALE VERLINKUNG ZU ALLEN GÄNGIGEN SOZIALEN NETZWERKEN	JA	JA	JA
SEHR UEBERSICHTLICH, KEIN UNNÖTIGES SCROLLEN, JOBXCHANGE, EVENT TICKER MIT KALENDER	JA	NEIN	NEIN
NEWSLETTER SUBSCRIPTION AUF FRONTPAGE, UEBERSICHTLICH, REGELMÄSSIGE UPDATES	NEIN	JA	NEIN
LUECKEN AUF STARTSEITE, SEHR UNUEBERSICHTLICH; COPY-PASTE VON DNHK	NEIN	NEIN	NEIN
UEBERSICHTLICH, TWITTER LINK, JAHRESBERICHTE UND INTERNE ZEITSCHRIFTEN SIND ALS PDF AUF STARTSEITE VERFUEGBAR	NEIN	NEIN	JA
SEHR SCHLICHT GEHALTEN, PUBLIKATIONEN AUF STARTSEITE GUT ABER VERSTECKT	NEIN	NEIN	NEIN
KEINE CI, SEHR UEBERSICHTLICH, POSITIV INFOBOX UEBER LAND U KULTUR AUF STARTSEITE	JA	JA	JA
KEINE CI, NUR DEUTSCH, SEHR UEBERSICHTLICH, STRUKTURIERTES UND SERIÖSES DESIGN	NEIN	NEIN	NEIN
UMFRAGE AUF STARTSEITE BEZUEGLICH GEHAELTER IN SERBIEN	NEIN	NEIN	NEIN
UNUEBERSICHTLICH, DURCHEINANDER	NEIN	JA	NEIN
DURSCHNITTlich, POSITIV = BILDERGALERIE AUF STARTSEITE	NEIN	NEIN	NEIN
SEHR UNUEBERSICHTLICH, POSITIV=WERBEBANNER	NEIN	NEIN	JA
SEHR PROFESSIONELL, VERLINKUNG ZU SOZIALEN MEDIEN, NEWSTICKER, BANNER AD = PRAKTIKA & SPONSORING	NEIN	JA	JA
ESSENTIELLE NACHRICHTEN WIE NEWS UND EVENTS BEFINDEN SICH ZU WEIT UNTEN	NEIN	JA	JA
BANNER AD, ÄHNLICHER AUFBAU WIE FINNISCHE SEITE	NEIN	JA	NEIN
TRADE STATISTICS IN TASK MENU SEHR POSITIV	JA	NEIN	NEIN
"...ICH BIN..." FUNKTION AUF STARTSEITE POSITIV AUFGEFALLEN	NEIN	NEIN	NEIN
BANNER AD = POSITIV	JA	NEIN	NEIN
FACEBOOK TICKER SEHR POSITIV, PARTNER ZU WEIT UNTEN	JA	NEIN	NEIN
ALTES LAYOUT, UNUEBERSICHTLICH	NEIN	JA	NEIN
EVENT KALENDER AUF STARTSEITE, "...ICH BIN..." FUNKTION AUF STARTSEITE POSITIV AUFGEFALLEN	JA	NEIN	NEIN
UNUEBERSICHTLICH, SÜDAMERIKANISCHES WEB LAYOUT	JA	NEIN	NEIN
HAUPTSEITE FUER USA; WICHTIGE INFORMATIONEN ZUR NAVIGATION, EIGENE STUDIE ZU "BEST EMPLOYERS"	NEIN	JA	NEIN
VERLINKUNG ZU ALLEN SOZIALEN NETZWERKEN, WICHTIGE EVENTS SEHR AUFFÄLLIG UND UEBERSICHTLICH	JA	NEIN	JA
SEHR GUTE BANNER AD FUER MITGLIEDSCHAFT	JA	JA	JA
VERLINKUNG ZU ALLEN SOZIALEN NETZWERKEN, WICHTIGE EVENTS SEHR AUFFÄLLIG UND UEBERSICHTLICH	JA	NEIN	JA
SEHR UEBERSICHTLICH, GUTE VERLINKUNG ZU SOCIAL MEDIA	JA	NEIN	JA
SEHR UEBERSICHTLICH, CI - USA GERMAN AMERICAN CHAMBER OF COMMERCE	JA	NEIN	JA
TESTIMONIAL BANNER = POSITIV	JA	NEIN	JA
TAG CLOUD = SEHR INNOVATIV, EINZIGARTIG! GUTE STRUKTUR, WICHTIGE INFOS, EVENTS ZU WEIT UNTEN	JA	NEIN	JA
SEHR GUTE BANNER AD, SEHR UEBERSICHTLICH, VERLINKUNG ZU SOZIALEN MEDIEN, PROFESSIONELL	JA	JA	NEIN
"HOT TOPICS" & FORMULAR ZUR MITGLIEDSCHAFT AUF STARTSEITE, SEHR GUT STRUKTURIERT, LINKEDIN BUTTON	JA	JA	NEIN
NEWS AND DOWNLOADS IN MENUE LEISTE SEHR GUT	NEIN	NEIN	NEIN
WICHTIGE LINKS U INFORMATIONEN ZU 6 VERSCHIEDENEN KAMMERN	NEIN	NEIN	NEIN





Appendix 91-95: Secondary research data

Social Media AHKs (Stand 7.01.2013)												
Quelle: CPS-IT Newsletter Dezember 2012												
Vorlage: Social Media in AHKs 9. September 2011												
	Facebook Page		*Likes	Linkedin Page		*Followers	Linkedin Group		*Members	Twitter		*Followers
Aegypten	<a href="#">●</a>	JA	1008	<a href="#">●</a>	JA	63						
Algerien	<a href="#">●</a>	JA	18									
Angola												
Argentinien	<a href="#">●</a>	JA	1801	<a href="#">●</a>	JA	193				<a href="#">●</a>	JA	280
Australien	<a href="#">●</a>	JA	104	<a href="#">●</a>	JA	33	<a href="#">●</a>	JA	59			
Baltische Länder				<a href="#">●</a>	JA	16						
Belarus												
Belgien												
Bolivien	<a href="#">●</a>	JA	283									
Bosnien												
Brasilien-Sao Paulo	<a href="#">●</a>	JA	839				<a href="#">●</a>	JA	470	<a href="#">●</a>	JA	1013
Brasilien-Rio de Janeiro	<a href="#">●</a>	JA	37				<a href="#">●</a>	JA	470	<a href="#">●</a>	JA	165
Brasilien-Porto Alegre										<a href="#">●</a>	JA	2113
Bulgarien	<a href="#">●</a>	JA	45							<a href="#">●</a>	JA	
Chile	<a href="#">●</a>	JA	83	<a href="#">●</a>	JA	240				<a href="#">●</a>	JA	600
China - Peking	<a href="#">●</a>	JA	13	<a href="#">●</a>	JA	54	<a href="#">●</a>	JA	85			
China - Shanghai				<a href="#">●</a>	JA	45						
Costa Rica	<a href="#">●</a>	JA	1656	<a href="#">●</a>	JA	4				<a href="#">●</a>	JA	454
Dänemark	<a href="#">●</a>	JA	159	<a href="#">●</a>	JA	115				<a href="#">●</a>	JA	158
Dom.Republik												
Ecuador	<a href="#">●</a>	JA	1110	<a href="#">●</a>	JA	63				<a href="#">●</a>	JA	195
El Salvador												
Finnland	<a href="#">●</a>	JA	192	<a href="#">●</a>	JA	41				<a href="#">●</a>	JA	22
Frankreich	<a href="#">●</a>	JA	73	<a href="#">●</a>	JA	68						
Ghana												
Griechenland	<a href="#">●</a>	JA	6									
Guatemala				<a href="#">●</a>	JA	29						
Honduras	<a href="#">●</a>	JA	85									
Indien				<a href="#">●</a>	JA	335	<a href="#">●</a>	JA	792	<a href="#">●</a>	JA	49
Indonesien	<a href="#">●</a>	JA	266							<a href="#">●</a>	JA	87
Iran	<a href="#">●</a>	JA	42									
Irland				<a href="#">●</a>	JA	214						
Island												
Israel	<a href="#">●</a>	JA	312									
Italien												
Japan	<a href="#">●</a>	JA	302							<a href="#">●</a>	JA	71

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Appendix

XING Unternehmen	*Abbonenten	Xing Gruppe	*Mitglieder	YouTube	*Viedoaufrufe	App	Misc.
							Facebook Ticker auf Homepage Startseite
				•	JA 786		YouTube Clip via DW
				•	JA 239	•	YouTube: AHK Business Atlas via inlinear Facebook searchword: "AHK Bulgarien"
•	JA	111		•	JA 3602		Friend Page on Facebook
				•	JA 130		YouTube Video via Fette Compacting 15 Subscribers on Facebook
				•	JA 132		YouTube video via Stephako11

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	Facebook Page	*Likes	Linkedin Page	*Followers	Linkedin Group	*Members	Twitter	*Followers	
Kanada	•	JA	210	•	JA	129	•	JA	214
Kolumbien				•	JA	12			
Korea									
Kroatien									
Malaysia									
Marokko	•	JA	433						
Mazedonien									
Mexiko	•	JA	621	•	JA	53			
Neuseeland	•	JA	6			•	JA	89	
Nicaragua									
Niederlande							•	JA	302
Nigeria									
Norwegen	•	JA	335	•	JA	113	•	JA	281
Österreich	•	JA	156						
Panama									
Paraguay	•	JA	527						
Peru	•	JA	2056						
Philippinen	•	JA	540				•	JA	59
Polen									
Portugal	•	JA	28	•	JA	64	•	JA	39
Rumänien									
Russland							•	JA	118
Saudi-Arabien									
Schweden	•	JA	348				•	JA	132
Schweiz									
Serbien									
Singapur				•	JA	15			
Slowakei									
Slowenien							•	JA	78
Spanien				•	JA	452	•	JA	465
Südafrika				•	JA	40	•	JA	287
Taiwan				•	JA	12			
Thailand	•	JA	74						
Tschechien	•	JA	27						
Türkei									
Tunesien	•	JA	2324						
Ukraine				•	JA	24	•	JA	47
Ungarn									
Uruguay	•	JA	297						
USA Atlanta									
USA-Chicago	•	JA	10	•	JA	103	•	JA	224
USA-Houston							•	JA	63
							•	JA	2363
							•	JA	2363
							•	JA	63

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XING Unternehmen	*Abbonenten	Xing Gruppe	*Mitglieder	YouTube	*Viedoaufrufe	App	Misc.
				■	JA	754	YouTube Video via DW
				■	JA	2211	
■	JA	33		■	JA	2085	● JA Xing: "Wirtschaftsjunioren Norwegen" Kammermagazin als App
				■	JA	2177	Youtube video via DW
■	JA	3		■	JA	16874	Youtube video via DW
■	JA	1		■	JA	177	Youtube video via Russland TV
				■	JA	339	
■	JA	3					
■	JA	8					
				■	JA	428	Linkedin: Group
■	JA	7	■	JA	102		
■	JA	10		■	JA	767	Youtube video via DW
				■	JA	480	Youtube video via DW
			■	JA	933		
			■	JA	933		
			■	JA	933		





Appendix: Return levels in social media according to Romeo

Level	Indicator	Analysis	
Direct	Engagement	Mentions RT Interactions (etc.)	
Intermediate	Branding Influence	Online reputation Action analysis 2.0 Research	
Final	ROI	Business intelligence Market studies Social research	<b>Table I.</b> Return levels in social media