

THE DEVELOPMENT OF A MARKETING COMMUNICATION PLAN FOR SOCIAL
DRUM IN THE NETHERLANDS

A Thesis

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by

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Abstract

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Research goal: to develop a marketing communication plan for Social Drum in the Netherlands which would help to create the awareness of Social Drum and attract new customers in the Netherlands.

Research objectives:

- To make an internal and external analysis of Social Drum in the market of the Netherlands for social media marketing services that would help to identify company's strengths and weaknesses;
- To perform a qualitative empirical research in order to reveal factors that are relevant to companies in the Netherlands when they are making a decision of buying social media profile administration service and identify the main media channels where social media marketing agency can promote itself;
- To provide managerial solutions that would be based on the research findings, by proposing a marketing communication plan for Social Drum in the Netherlands for the time period of 01/06/2016 - 01/06/2018.

Research methodology: a qualitative empirical research method has been used in the form of depth interviews from 11 respondents from the Netherlands that could be seen as potential clients for Social Drum social media profile administration service. Questionnaire for interviews was based on 6M model of marketing communications. The information gathered through the empirical research was used to develop a marketing communication plan for Social Drum in the Netherlands

Results: results gathered from the empirical research helped to present managerial solutions for the development of a marketing communication plan in the Netherlands. Online media channels such as social media networks, blog, newsletters, banner ads were suggested and main messages that have to be communicated to the target audience through these media channels were also designed (Social Drum is a creative social media marketing agency, social media profile administration service of Social Drum saves company's time, social media profile administration service of Social Drum has a high quality). Managerial solutions were also provided to the areas of market, mission, money and measurement from 6M model of marketing communications.

Keywords: marketing communication plan development, Social Drum, social media, social media marketing, service of social media profile administration, brand awareness creation.

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Introduction

Relevance of the topic. The use of social media in a global market has come to a point where not only individuals have their social media profiles but also companies and specific brands, therefore social media grows across all aspects, resulting in the rise of social media marketing agencies.

According to Eurostat data from 2013 social media advertising sector was rapidly growing across the Europe in the last 5 years, where the percentage of companies using social media profiles increased from 30 to 73 percent, therefore the potential for social media marketing has increased.

Lithuanian social media marketing agency Social Drum is currently holding 3 percent of total market share in Lithuania for social media marketing services. The company is mostly operating in Lithuania, however, the number of clients from abroad is increasing, therefore the company decided to challenge social media advertising companies and develop a marketing communication plan in the Netherlands, since it already has clients from this market and partnerships with companies from the Netherlands.

Currently Social Drum is increasing investments for marketing communication in the Netherlands, however the company does not have an exact marketing communication plan and ways it can be implemented. Consequently, this Bachelor Thesis will focus on detailed development of marketing communication plan for Social Drum in the Netherlands, which would help to clarify exact marketing tools and ways to strengthen customer relationship and increase the awareness of company's social media marketing services.

Thus, the **research problem** of the Bachelor Thesis is the following: which marketing communication tools Social Drum has to use in order to create the awareness about company's services in the Netherlands and attract new customers?

The **aim of the Bachelors Thesis**: to develop a marketing communication plan for Social Drum which would create the awareness of company's services and attract new customers in the Netherlands.

Consequently, the **objectives** of the thesis have been developed:

- To make an internal and external analysis of Social Drum in the market of the Netherlands for social media marketing services that would help to identify company's strengths and weaknesses;
- To perform a qualitative empirical research in order to reveal factors that are relevant to companies in the Netherlands when they are making a decision of buying social media profile administration service and identify the main media channels where social media marketing agency can promote itself;
- To provide managerial solutions that would be based on the research findings, by proposing a marketing communication plan for Social Drum in the Netherlands for the time period of 01/06/2016 - 01/06/2018.

Research method. A qualitative empirical research method will be performed in the form of depth interviews from not less than 10 companies from the Netherlands that could be potential clients for Social Drum social media profile administration service.

Practical value of the thesis. Results gathered from empirical research would help to identify what benefits are the most important to companies from the Netherlands when they are selecting the agency that would be responsible for their social media profiles and what online marketing communication tools are mostly preferred by the potential clients of Social Drum in the Netherlands. Managerial solutions suggest what marketing actions Social Drum has to take to create the awareness of its services and attract new customers in the Netherlands as a desired result.

Logical sequence of the thesis. The final Bachelor Thesis is structured in the following form:

- Introduction which reflects the essence of the topic and provides research problem, aim and objectives, methods used, practical value of the thesis and the sequence of the it;
- Situation analysis that provides general information about Social Drum and its internal and external environment analysis;
- Empirical research part where the qualitative empirical research is performed and described. Results of empirical research are provided and discussed;
- Managerial solutions are provided that solves the problem of the Bachelor Thesis and suggest the exact actions the company should take to improve the awareness of its services and attract customers in the Netherlands;
- Conclusions of the Bachelor Thesis are formulated summarizing the whole paper.

Situation Analysis

The first part of the Bachelor Thesis introduces Social Drum company and its nature of business. The level of situation analysis is from the company's and its services perspective in the Netherlands providing a significant data. Internal analysis is made using company's background information, the data from internal database of Social Drum and exploring its situation through 7Ps of service marketing mix. External analysis is performed using PESTEL model and analyzing social media marketing services industry in the Netherlands, providing significant information about main segments and competitors for Social Drum. The overall situation analysis is performed in order to clarify the problem and its relevance to the company.

Social Drum Internal Analysis

Social Drum is a young Lithuanian social media marketing agency, which was established at the beginning of 2014, Vilnius, Lithuania by a social entrepreneur Petras Ramanauskas. Since its early stage of development, Social Drum had a clear vision of offering social media advertising services to businesses in Lithuania, for foreigners who are doing business abroad with desire to promote their production or services in Lithuania, and for those, who are foreigners and desire to promote production or services for an English speaking market.

Generally, the company delivers marketing and public relations services and is concentrated on effective, ingenious and creative social media marketing. Company's expert consultants have a wide range of experience in various international projects and their main aim is to help other companies or specific brands to reinforce their communication in social media channels, such as Facebook, Twitter, Instagram, Pinterest, Google+, Youtube, Snapchat, Spotify, Vine or LinkedIn.

Since Social Drum is in business-to-business situation, it offers services in the following forms and usually all these services are sold as a full package for the same client:

- Creating and implementing company's social media strategy;
- Managing social media advertisement campaigns;
- Developing Facebook tabs and apps;
- Creating newsletter marketing campaigns;
- Designing, monitoring and maintaining brand's or company's social media pages;
- Organizing trainings for businesses on social media marketing.

With a team from Lithuania and a global network of partners and consultants, Social Drum works with clients on local, regional or global projects. Company's clients are famous Lithuanian companies, international companies and independent private businesses from abroad. The most famous social media pages created by Social Drum are Robotikos Akademija, AIESEC Lithuania, Kelionių Akademija, Erasmus+, OVC Consulting, Kalev Chocolate, Tantum Verde and Švaros Broliai.

Currently Social Drum is operating in Pamėnkalnis st. 17, Vilnius and has a status of Mažoji Bendrija (similar to Small Partnership). However, the company is preparing to change its corporate status to UAB (similar to Private Limited Company) in the first quarter of 2016.

The company has 5 employees that are social media project managers. Company's current organizational structure is flat, consisting of two levels: the expert workers who are project managers and the owner-manager, who plays an active role in organizing and dividing tasks. Internal communication among employees is performed through the intranet platform Podio.com, where the information about clients, conferences, meetings, company's news, financial and statistical data is placed.

Since the company is new in the market it has only 3 percent of market share in Lithuania's social media advertising market. According to company's internal data, Social

Drum has an annual turnover of 20.000 Euros in its first operating year of 2014. Annual growth of Social Drum is estimated to be about 57 percent since it is planning to reach 35.000 Euros of annual turnover by the end of 2015. (Social Drum, 2015).

The company is segmenting its market to 4 different segments. Since clients of Social Drum are other companies, the segmentation is done according to these companies' nature of business. Thus, clients are segmented as following:

1. B2C companies offering only products;
2. B2C companies offering only services;
3. B2B companies;
4. B2P companies.

The segmentation is the same for Lithuanian and foreign markets.

Even though, the company is becoming known for Lithuanians and foreigners and the number of clients is increasing, but it is challenging bigger and more experienced competitors in Lithuania, such as Socialus Marketingas, NEW!, The Chocolate, DDB, Ad Fingers, iProspect where some of them have branches not only in Lithuania but also in other countries. Therefore, the decision of Social Drum to start its marketing communication in the Netherlands is also related with the desire to keep up with competitors and create the awareness of Social Drum social media marketing services in foreign market.

The Analysis of 7Ps for Social Drum Services

7Ps model suggested by Booms and Bitner's in 1981 continues to be a useful and valuable tool to provide insights about company's services, therefore Social Drum is analyzed according to this marketing model approach.

Product's element as a part from first marketing mix model created by McCarthy in 1960 should represent the exact service or product the company produces. Social Drum provides the range of services that consists of creating and implementing client's company

social media strategy, managing social media advertising campaigns, developing Facebook tabs and apps, creating newsletter marketing campaign, designing, monitoring and maintaining brand's or company's social media pages and organizing training for client companies on social media marketing. Usually all services are sold as a full package.

However, the most popular service is creating and administrating brand's or company's social media profile on Facebook. Therefore, the Bachelor Thesis is focusing on this service perspective and its awareness creation in the Netherlands.

B2C clients that offer both products and usually desire to have only strategy creation and Facebook profile administration services, while clients that are in B2B or B2P market prefer to have training services.

Price. According to McCarthy and his marketing model created in 1960, price is the most relevant aspect in marketing. Therefore Social Drum closely follows changes to create prices that fit according to tendencies in the social media advertising service market and customer needs. The price of service created by Social Drum depends on the duration, coverage and complexity of social media campaign. Usually all mentioned services are sold as a full package, thus it is hard to say the exact price since it depends on customer needs, duration of service coverage. However, it is possible to say the price of the most popular social media profile creation and administration service, which varies from 350 to 550 Euros per month. Compared to competitors' prices for this service Social Drum offers lowest prices in Lithuania and the Netherlands. Competitors' prices vary from 700 to 1500 Euros per month for social media profile administration service. However, Social Drum currently is recalculating prices and plans to issue higher prices but remain as a company that offers low cost services.

Prices are usually higher for B2C clients, since they desire to have more services for a longer period of time, while B2B and B2P clients usually desire to have services of Social Drum for a shorter period of time, therefore prices are lower.

Promotion element emphasizes all aspects related to efforts that company makes to increase the awareness of product or service it produces (McCarthy, 1960). As Social Drum is using social channels to increase the awareness of clients' companies or brands, it is also using the same way for personal branding. The company is promoting its services on Twitter, Instagram and Google+ for foreigners, where the information is provided in English. For promotion in Lithuanian market Social Drum uses Facebook and its personal website www.socialdrum.lt, where the information about services and other activities is provided in Lithuanian language. The communication on LinkedIn platform is performed by using both English and Lithuanian languages and targets all segments of Social Drum.

Social Drum also uses sponsored ads on Facebook that are usually activated twice per week and Google AdWords online marketing system to increase its awareness on search engines. The lowest sponsored ad price on Facebook is 0,5 Euros. This is one of the easiest ways to promote the company, since it can reach up to 5.000 people per day, to improve the engagement in company's Facebook profile and increase the awareness of Social Drum services.

The best-working promotional ways in Lithuania are related with communication on Facebook and its sponsored ads. Twitter profile and its content works best for foreign market. Promotion on Google+ is not working well, since there are less active users that are interesting in social media and its marketing. However, the awareness of the company on Instagram is increasing with an average 3 new followers per day that starts to follow the profile of Social Drum. Instagram profile of Social Drum is also becoming the best working for foreign market.

Not only social media channels are used for the company's promotion. Social Drum employees also increase the awareness about the company and its services directly through seminars it organizes (Pavasaris Socialinių Tinklų Ritmu) and conferences or events where they participate (LOGIN, Shape Europe, ADrenalinas). Moreover, promotion always works through direct selling process, when the manager of Social Drum meets client. During the meeting Social Drum employees usually show service proposition on Power Point slides, where branded company's template is used.

Moreover, Social Drum has a slogan and a logo. The slogan, which is "In the rhythm of social media", reflects the main idea of this business and the passion for the social media. It is used at least once per week, when specific and funny content related with the activities of Social Drum is posted. The same slogan is also written on the business cards of employees. The logo of Social Drum is the picture of animated drum and drumsticks. It is used in all promotional ways of Social Drum: website, social media profiles, business cards, pens, Power Point template, branded photos.

All promotional techniques related to the social networks works well for all target segments of Social Drum. However, the official website of Social Drum as a promotional technique works best for clients that are in B2C market, since these companies desire to see similar past projects and brands that Social Drum has been working with.

Promotion in the Netherlands. Since Social Drum is a young and small company in Lithuania, it does not have enough money to invest in the branch office opening in the Netherlands. Despite that, the company can easily sell its social media marketing services by using the Internet. Therefore, the marketing plan for the upcoming two years is only related with the development of online marketing communication plan, which would be adapted to the market of the Netherlands. Moreover, online marketing plan development is seen as the most effective and less expensive way to advertise services of Social Drum not only in

Lithuania but also in foreign markets. As the market of the Netherlands is already delivering about 5% of overall Social Drum profits, therefore this Bachelors Thesis will be only concentrated on the development and implementation of online marketing communication plan in this market.

Place as an element from marketing mix represents exact locations where clients are available to buy a service or a product (McCarthy, 1960). Social Drum is using two different places where it sells its services or the combination of both. As the company uses a direct selling, when the manager of the company is sent out to meet a client and talk about services he or she desires to have, its services usually are sold in client company's office or in Social Drum office. Therefore, the first place where the service is sold is the office and clients that prefer to buy services in the office are from B2C and B2B segments of Social Drum.

The second place where services are sold is the Internet. Since it is possible to discuss all details about service, its price and implementation by communication via e-mail and using Skype for virtual eye-to-eye conversation, services are sold online. Usually only B2P clients of Social Drum prefer to discuss all details about services via Internet.

In most of the cases in Lithuania, the company is using the combination of both places. However, when it comes to a point where Social Drum has a client from abroad, the selling process is usually performed via Internet, since it is more complex to organize a meeting when client and service provider are in two different countries. Social Drum sells services to all its target segments from abroad via Internet.

People. According to Booms and Bitner's (1981) suggested marketing mix, the part of people includes people that are mainly in contact with clients when they provide a service. Social Drum has 5 employees that meet clients directly, therefore they have to convey the quality of services. The quality is represented through the confident look of employees, their

perfect ability to communicate fluently in Lithuanian, English and Russian and through their organizational and managerial skills.

Process element from marketing mix represents company's activities related to the delivery of service (Booms & Bitner 1981). In most of the cases, the client company contacts Social Drum manager to order services it desires to have. Usually it is done via telephone conversation, or e-mail. Social Drum answers all customers' questions via e-mail within 4 hours. In other case, Social Drum contact the potential client, after performing the research about client company or brand and its competitors' performance on social media channels, in order to prove that it needs to have services provided by Social Drum to perform better than competitive brands or companies.

Since the delivery time of service is one of the most important factors for clients, therefore Social Drum always informs its clients about time period it takes to create a service. When the agreement between two parties is done, a social media marketing plan for the client is prepared within one week and the whole implementation process starts just after the confirmation of it.

Physical evidence as an element from 7Ps relates with the environment where the service is provided from an interaction between client and employee (Booms & Bitner, 1981). Physical evidence includes various aspects such as interior of the office, the appearance of employees and tangible things such as business cards or company's website. Social Drum provides social media marketing services, where its high quality is reflected through various physical aspects.

First of all, services are created using the newest operational systems (OS X Yosemite, Windows 10), modern tracking tools (Buffer) and the newest versions of photos and videos editing programs such as Pablo.com or Photoshop CC 2015 that are installed in modern Apple laptops and HP computers. Presentations for the client are performed using

high quality projectors. The company also has its official website www.socialdrum.lt, where the information about services, employees, current projects and contacts is provided.

Potential clients can also find the information about brands and companies Social Drum was working with and the feedback from them. Moreover, there is a corporate blogging section, where employees of Social Drum create a blog content once per week. Corporate blog content consists of unique articles about social media tendencies, news in the market, tips for social media personal or corporate usage.

What concerns physical evidence related with employees, Social Drum has strict requirements related with their clothing: all employees that meet clients have to be dressed in business casual dress code. The look should represent confidence and professionalism. Employees that are not meeting clients and stay in the office of Social Drum have to be dressed in smart casual dress code.

Meetings are held at the conference room of Social Drum office, where clients have an ability to connect to company's wireless Internet and take a desired taste of coffee from a commercial coffee machine. Meeting rooms are well lit and cozy. The overall office is modern and cozy, situated in the convenient place of Vilnius old town for most of the clients, thus these physical evidences contribute to the image formation of high quality services.

External Analysis

Since Social Drum desires to develop an online marketing communication plan in the Netherlands, the part of external analysis is done from this market perspective. The external analysis part includes detailed description of segments that are target customers of Social Drum and the analysis of their needs, evaluation of market in the Netherlands for social media marketing services, evaluation of Social Drum competitors in the Netherlands and assessment of external factors that affect Social Drum.

Market Segmentation of Social Drum and Customer Benefits Sought

Since Social Drum operates in business-to-business market, other companies are the main clients. Those companies that buy separate or full package of social media marketing services are segmented. Social Drum segments its clients using the same methods as for Lithuanian market, therefore the segmentation is the same for Lithuania and the Netherlands. Social Drum market segmentation is based on behavior and firmographics: clients' business activities and company's size, therefore segments are relatively broad, but clarified according to their main characteristics and by providing particular companies' names as an examples:

1. Companies that are in business-to-consumer market (B2C) and offer only products.

Such companies have products that are essential for daily provision and are sold with a high volume of buying. Examples of such products include prepared and packaged food products, toys, office supplies, hygiene or beauty products. Companies in this segment usually are medium to large size, offer worldwide known products and work to high margins. Their main focus is product quality and its brand awareness. Such companies are not price sensitive, however, they are quality sensitive. Examples of Social Drum clients that are in this segment are: Kalev Chocolate, Dr. Ohhira Japanese health and beauty products and Tantum Verde.

2. Companies that are in business-to-consumer market (B2C) and offer only services.

Consumers for such companies are end users of its services. Such companies are small to medium size and usually price sensitive. They tend to be price fighters.

Examples of Social Drum clients that are in B2C segment are Švaros Broliai, Kelionių Akademija, Robotikos Akademija, INIT, Liepkalnio Slidinėjimo Mokykla, Šiaurės Licėjus.

3. Companies that are in business-to-business market (B2B). Such companies' services are produced for other businesses operational basis. Companies in this segment are

medium sized and service-focused. Companies in this segment usually are not price sensitive. Examples of Social Drum clients that are in B2B segment are OVC Consulting, Alma Litera.

4. Companies that are in business-to-people market (B2P). Usually such companies are organizations that are targeting all people. Such companies are small to medium size and price sensitive. Examples of Social Drum clients that are in B2P segment are AIESEC Lithuania, Lithuanian Youth to Business Forum, Erasmus+.

Size of segments. According to the research conducted by Social Drum in the fourth quarter of 2014 consumer segments' size in the Netherlands were preliminary identified (see the table 1). The size of segments is preliminary identified by their spending on social media services in the Netherlands.

Table 1

Consumer Segments in the Netherlands for Social Media Marketing Services

Segment	Size of the segment in the Netherlands
B2C companies offering products	~37%
B2C companies offering services	~25%
B2B companies	~23%
B2P companies	~9%
Others (B2G)	~6%

Source: Internal Social Drum Database (2014)

Evaluating the table above, it is clearly seen that the biggest segment is B2C companies that offer only goods, which is approximately 37 percent (Internal Social Drum Database, 2014). The smallest segment that Social Drum serves is B2P companies, which occupies approximately 9 percent in the Netherlands for social media marketing services.

Other companies that use social media marketing services in the Netherlands, such as business-to-government companies and others, are also included in the table. The percentage for such companies was identified as approximately 6 percent, since there is almost no information for the buying of social media marketing services from these companies (Internal Social Drum Database, 2014).

Benefits sought. Benefits sought by customers could be seen as one of the main factors before preparing and implementing an online marketing communication plan for Social Drum, therefore most common benefits sought by clients are excluded and described. Benefits sought by customers are the same for both Lithuanian and Dutch market.

- Improvement of company's image – clients desire to create a positive company's image and build a community by having a social media presence.
- Improvement of brand awareness – clients desire the brand to be recognized and correctly differentiated by potential customers.
- Competitive advantage over similar brand – usually clients desire their brand to have a better social media profile than similar competitive brands. Exclusive posts, photos or videos are necessary in order to create different and better communication than competitive brands do.
- Sales promotion – clients desire to boost their sales by providing special offers, loyalty programs, informing about special events or providing discounts.
- Fast customer service – clients desire to have well administrated social media pages. Usually they want to expand communication between brand and followers by answering followers' questions.
- Employer's image creation – clients also desire their social media page to be as a potential place to find new employees and advertise as an employer.

- Affordable price – possibility to get social media profile administrating service from 300 to 600 euros per month.

The table below represents benefits sought for each segment, where 1 means absolutely not important and 10 means a major importance. The ability of Social Drum to satisfy needs is also included in the table, where 1 means poor fulfillment and 10 means excellent fulfillment. Estimations are made from Social Drum and its employee's perspective and opinions that might be subjective.

Table 2

Customer Analysis: Benefits Sought

The benefits (needs) customer seek for	Ability of Social Drum to fulfill the benefit (1-10)	Importance of benefit for segments (1-10)			
		B2C companies offering products	B2C companies offering services	B2B companies	B2P companies
Improvement of company's image	8	8	9	10	10
Improvement of brand awareness	9	10	9	6	6
Competitive advantage over competitive brand	10	10	10	8	6
Sales promotion	8	10	8	7	7
Fast customer service	7	10	9	8	8
Employer's image creation	8	8	9	10	9
Affordable price	10	6	7	8	10

Weighting up the results, it is clearly seen that Social Drum can more or less satisfy all segment needs. The company can well serve those segments that desire affordable price and competitive advantage creation over similar brands, because as a young company Social Drum still offers quite a low price and it performs various of competitive researches to analyze other brands and create a better social media page for client. However, Social Drum is still struggling with fast customer service, because the company does not have as many employees as it currently needs to administrate social media pages with an ability to answer followers' questions quickly. Other benefits sought by customers are quite well served, due to company's experience in such tasks, therefore company's online marketing communication plan for the Netherlands market should be based on these needs.

Market Analysis of the Netherlands for Social Media Marketing Services

After exploring and identifying main segments and the benefits they seek to have, the market size of clients in the Netherlands can be estimated by using data from statistical databases of Euromonitor, Statista and Statistics Netherlands. Since Social Drum is planning to develop an online marketing communication plan in the Netherlands, therefore the market is analyzed according to statistics of Facebook users, companies that could buy social media marketing services, the overall online spending, spending on the online advertising and on the social media marketing in the Netherlands.

Facebook users. According to the Euromonitor database (2015) the Netherlands have a population of 16.9 million people. 74 percent of the population has a Facebook account, however, about 10 million people (59.1 percent of the population) are active Facebook users and by 2018 the number of active users projected to be 10.5 million (Statista, 2015). Population of the Netherlands is the most active as social media users in the European Union and Facebook remains the most popular social network (Statista, 2015), thus it could be assumed that the Netherlands as a market for the social media marketing services on

Facebook is highly favorable and the forecasting for the upcoming 2 years is promising (see the Figure 1 below).

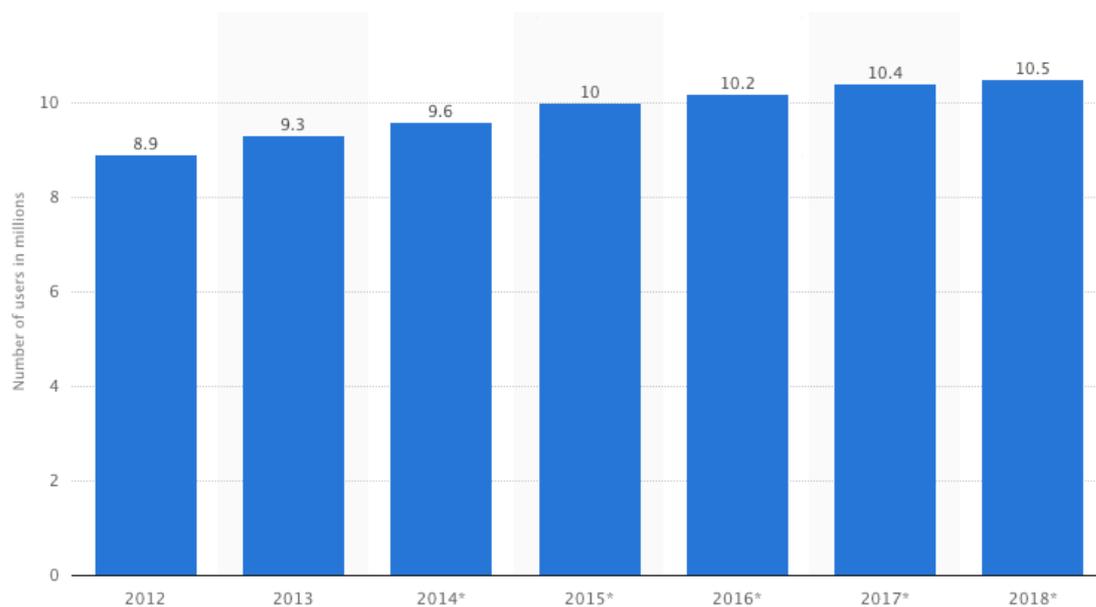


Figure 1. Number of Facebook users in the Netherlands from 2012 to 2018. Source: Statista, 2015. Retrieved from <http://www.statista.com/statistics/283635/netherlands-number-of-facebook-users/>

Companies. There are nearly 1.5 million companies in the Netherlands (Statistics Netherlands, 2015). However, the number of potential client companies for Social Drum is 351.659, since only those companies suit that have more than one employee and matches the bases of Social Drum market segmentation (see the Figure 2). The reason why one-man business is not seen as a potential client of Social Drum is because usually such companies are too small to buy services from social media marketing agency, therefore they are managing their social media profiles by themselves or not having it at all.

About 40 percent of companies that are potential clients for Social Drum use social media platforms (Ministry of Foreign Affairs, 2013). Nevertheless, there are thousands of brands that are represented by these companies and every year new brands are introduced, thus it is impossible to describe market size and its potential growth of brands, since there is

no such a data. The market size of the companies in the Netherlands could be easily determined, however, the number of companies does not mean that a company would have only one social media profile. A company might have 20 different brands and need 20 different social media profiles, which would mean 20 different projects of social media marketing campaigns, thus one company not necessarily means one client and one project on social media channel.

Online spending. According to the e-commerce Europe statistics, 10.8 million consumers in the Netherlands spent 9 billion Euros on products or services bought through the Internet in 2013. In 2014 the online spending grew by 8,5 percent and reached 10.6 billion Euros. The further grow is expected to be between 9 to 10 percent and reach nearly 12 billion Euros (E-commerce Europe, 2014), therefore the Netherlands are seen as the perfect market for the services of Social Drum.

Online advertising market in the Netherlands. According to the Deloitte report on online advertising spend in the Netherlands made in 2014, online advertising continues to be the most popular form of marketing and it outperforms other types of advertising such as TV, magazines, radio, newspapers (see the Figure 2 below). Taking this information in mind, the Netherlands are seen as a perfect market not only for Social Drum services, but also for the development of company's online marketing communication plan.

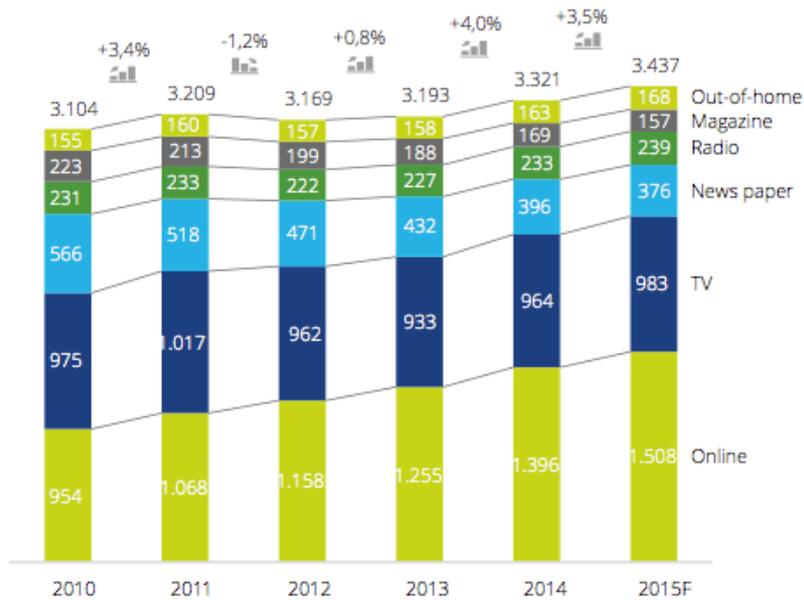


Figure 2. Net advertising market in the Netherlands. Source: Deloitte Report on Online Advertising Spend in the Netherlands, 2014, p. 8.

Social media advertising spending in the Netherlands. According to the Statista data from 2014, the total spending for social media advertising in the Netherlands increased by 60 percent from the beginning 2013 to the end of 2014, where the total spending for these services increased from 12 to 30 million Euros (see table 5).

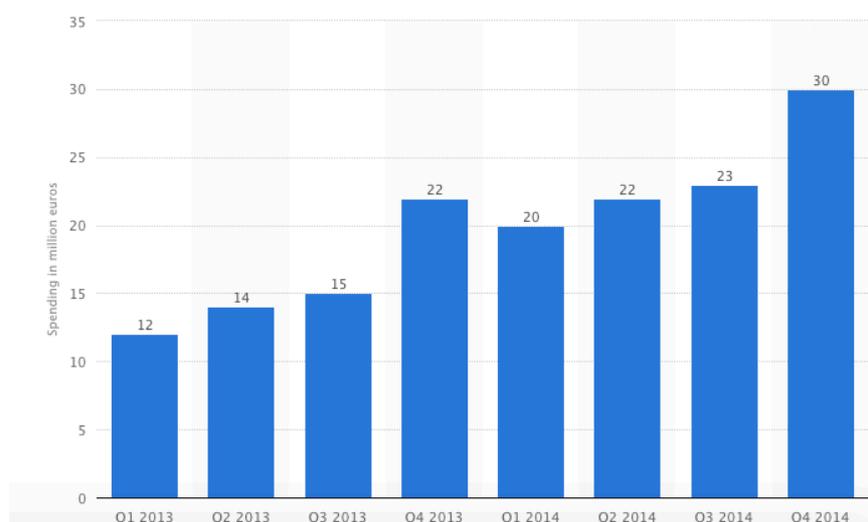


Figure 3. Social media advertising spending in the Netherlands (2013-2014). Source: Statista, 2015. Retrieved from <http://www.statista.com/statistics/448722/social-media-advertising-spending-in-the-netherlands/>

Therefore, the market for the social media marketing services in the Netherlands could be seen as one of the most favorable in the whole European Union, since there is the biggest number of Facebook users and more than 40 percent of companies use social media for the marketing purposes.

Competitors Analysis in the Netherlands

Competitors for Social Drum are those companies that offer social media marketing services in the Netherlands. However, there are more than 200 companies that offer marketing services on social media channels in the Netherlands, thus it is almost impossible to make an analysis of all these companies. Nevertheless, it is possible to divide competitors into strategic groups:

1. Local social media marketing agencies in the Netherlands. Such companies operate within the boundaries of the Netherlands in the biggest cities like Amsterdam, Utrecht, Rotterdam, the Hague, Eindhoven, Groningen. Usually these companies have no more than 100 employees. Examples of such companies could be Newcraft Social, Howards Home, Yocter.
2. International social media marketing agencies in the Netherlands. Such companies have many offices all around the world. The number of employees in such companies usually exceeds 2,000. Moreover, usually they have more than 40 offices worldwide. Examples of such companies could be iProspect that operates in 50 countries and have 78 offices and MEC that operates in 90 countries.

Despite that Social Drum is improving its marketing communication in the Netherlands and have clients from other countries, but it does not have offices in foreign markets, therefore the company cannot be compared with international players. Moreover, international social media marketing agencies have hundred times higher turnovers and extremely bigger number of employees. Therefore, the analysis of competitors is performed

among local social media marketing companies in the Netherlands that have a similar number of employees as Social Drum.

Table 3 analyzes 4 local competitors by providing main characteristics about them, their strengths and weaknesses that reveals the general information. Social Drum is not included in this table, because its strengths and weaknesses are provided in SWOT analysis.

Table 3

Main Local Competitors for Social Drum

Competitor	Characteristics	Strengths	Weaknesses
A Friend of Mine	A Friend of Mine is a digital agency offering services of developing social media strategy, designing client's social media profile and administrating it, which was founded in 2011. The company specializes on Facebook marketing by creating applications and advertisements. The company is also offering a service of training in Facebook marketing. Currently the company has 30 employees.	<ul style="list-style-type: none"> • 2 offices (Rotterdam and Amsterdam); • Communication on social media is done in English and Dutch; • Popular social media campaigns for well-known brands (Philips, De Telegraaf, Volvo NL); • The company was nominated twice for FD GAZELLEN (entrepreneurial awards); • Well-developed personal social media profiles; • High brand awareness. 	<ul style="list-style-type: none"> • Not informative part of the website where the information about past projects and brands is placed.
Newcraft Social	Newcraft Social is a social media marketing agency founded in 2006, Amsterdam. Before July of 2014 the company was known as Favela Fabric, however it decided to join Newcraft Group and became Newcraft Social. The company is mostly concentrated on social business acceleration by creating a social media strategy for companies and	<ul style="list-style-type: none"> • Strong partnerships with other companies that belong to Newcraft Group (Newcraft X, Newcraft Media). • Communication on the social media is done in English and Dutch. • Famous clients: Shell, ABM AMBRO. 	<ul style="list-style-type: none"> • Official webpage is not informative. It does not provide information about past projects and brands the company is working with.

	administrating their social media profiles. Currently the company has 13 employees.		
Howards Home	Howards Home is a social media marketing agency founded in 1999 in Utrecht. The company firstly was known as consulting agency for the Internet marketing, but now it is concentrated on the social media advertising, especially its monitoring and analysis. The company is known in the Netherlands mostly for organizing free social media boot camps twice a month. Currently the company has 24 employees.	<ul style="list-style-type: none"> • Mostly national projects; • Famous clients: Holland Casino, Deloitte. • Strong position for B2B segment clients (concentrated on these clients). 	<ul style="list-style-type: none"> • Low flexibility (Social media strategies are created only in Dutch language); • Official webpage does not provide English language; • Weak position for B2C clients offering goods (does not have clients from this segment); • Weak Facebook social media profile of Howards Home; • No presence on Twitter.
Yocter	Yocter is a social media marketing agency founded in 2009 in Utrecht, Netherlands. Currently the company has 9 employees. The company is concentrated on an interactive communication on social media channels such as Facebook, Twitter, Pinterest or Instagram. It creates social media strategies and designs ads.	<ul style="list-style-type: none"> • Informative and well-designed official webpage. • Mostly national projects with well-know brands in the Netherlands (WEBUNDLE, MoodCurve); • Communication on social media is done in English and Dutch. 	<ul style="list-style-type: none"> • Weak social media profiles of Yocter (Facebook, Twitter). • Official web page does not provide information about past projects and brands the company is working with.

As these companies offer social media marketing services for their clients, it is also important to present themselves on social media channels such as Facebook, Google+, Twitter, LinkedIn and others. Therefore, the table below provides the comparative analysis of

Social Drum and its competitors' social media profiles to see the overall performance and achieved results on various social media channels.

Table 4

Social Media Profiles of Social Drum and its Competitors

Social media channel	Social Drum	A Friend of Mine	Newcraft Social	Howards Home	Yocter
Facebook	844 likes	2,185 likes	72 likes	113 likes	75 likes
Twitter	468 followers, 388 tweets	460 followers, 713 tweets	13 followers, 2 tweets	1,222 followers, 2,490 tweets	1,00 followers, 263 tweets
LinkedIn	103 followers	285 followers	630 followers	258 followers	18 followers
YouTube	x	x	x	11 subscribers, 31,345 views	x
Instagram	95 followers, 39 posts	x	x	x	x
Google +	82 followers, 42,343 views	5 followers, 260,489 views	1 follower, 32,222 views	9 followers, 57,532 views	1 follower, 1,296 views
Pinterest	x	x	x	387 followers, 798 pins, 61 likes	x

Table 4 reveals that the most powerful social media channels are Facebook, Twitter and LinkedIn. Most engaging companies on Facebook are A Friend of Mine and Social Drum, while Newcraft Social and Yocter have a weak performance there. However, Newcraft Social has the biggest number of followers on LinkedIn.

Generally the table above shows that Social Drum keeps up with competitors and leads in some social media channels. For example Social Drum is the only one company that has Instagram profile. Moreover, it has the biggest number of followers on Google+. However, it does not have its YouTube channel and Pinterest profile as Howards Home do.

From this table it can be concluded that Social Drum is an active and visible player on most of the social media channels. However, the company has to improve the performance on

LinkedIn and rethink the establishment of profiles on YouTube, Pinterest or other international social media channels to improve its global visibility.

Macro Environment Analysis of the Netherlands

In order to analyze macro environment of Social Drum in the Netherlands, PESTEL analysis is performed. The table below provides the main trends, impact to the market and the level of influence of political, economical, social, technological and legal factors in the in the time period from 2014 to the fourth quarter of 2015. Selected time period represents the macro environment changes to the social media marketing market, from the beginning of Social Drum existence in 2014.

Table 5

PESTEL Analysis for Social Media Marketing Services in the Netherlands

Factor	Main Trends	Impact	Influence
Political	No significant trends and effects for social media marketing agencies due to a stable and favorable political environment in the Netherlands.		
Economical	More and more European Union members adopt Euro, which means they start to use the same currency as the Netherlands.	Positive effect on the ability to sell services to the Netherlands due to comprehension of pricing and easier transactional process.	High
		Negative impact on social media companies' savings due to additional investments on price conversion process.	
Social	The usage of Instagram increased up to 11% in the population of the Netherlands (Netherland Times, 2015).	A positive influence on the demand of service.	Medium
		Increased number of clients who desire to have advertising strategy on Instagram.	
	The percentage of population having a Facebook profile reached 74% (Statista, 2015).	Almost 8 out of 10 people became reachable on Facebook, therefore the businesses' fascination about business page on Facebook increased.	High
	The number of people using LinkedIn profile	Increased number of companies that desire to create social media profiles on LinkedIn, therefore	Medium

	rose to 45% in 2014 (Netherland Times, 2015).	there is a positive influence on a demand of social media marketing services.	
	The percentage of foreigners living in the Netherlands reached 20%. (Eurostat, 2014)	Increased number of clients who desire to have a social media profile in English language, therefore there is a positive influence on a demand of service.	High
Technological	Innovation of smartphones increased in the last 2 years (more possibilities for application users).	A positive influence on a social interaction. Social media advertising content became reachable by more people, therefore the number of potential clients who desire to have a social media advertising strategy increased.	High
	4G mobile Internet reached 97% coverage of the Netherlands territory (Netherlands 4G Coverage, 2015).	Increased use of a mobile Internet and interactions on the social media.	Medium
		The demand for mobile applications increased.	
	Instagram ads became available in the Netherlands in 2015.	Increased companies' interest to advertise themselves or different brands on Instagram.	High
Increased number of clients that desire to have Instagram ads campaign.			
Twitter ads became available in the Netherlands in 2014.	Increased number of clients that desire to have Twitter ads and need a marketing strategy for it.	High	
Environmental	No significant trends and effects for the market because social media marketing companies' services have no direct interaction and influence on the environment.		
Legal	No significant legal trends and effects for the market in time period from 2014 to third quarter of 2015.		

Evaluating company's situation according to PESTEL factors, it is clearly seen that mostly social and technological factors have a significant impact to the social media marketing. Since political situation in the Netherlands is stable, therefore there are no significant effects to the market. Also there were no environmental factors affecting the market because of no direct interaction of social media services with the environment.

All mentioned technological and social factors have a positive influence to the social media market due to an increase in demand.

SWOT Analysis and Problem Identification

In order to evaluate internal factors of Social Drum such as strengths and weaknesses, and uncover external factors such as opportunities and threats, SWOT analysis is performed. The argumentation in SWOT analysis is based on the internal Social Drum database, customers’ reviews and personal opinion that might be subjective.

Strengths and weaknesses are revealed as internal abilities and resources the company has and does not have, while opportunities and threats are presented as positive and negative trends of the market for social media marketing services in the Netherlands. The overall SWOT is made from Social Drum service of the social media marketing perspective.

Table 6

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Ability to adapt customer needs; • Wide circle of partners (INK, DigiTouch, WideWings) • Fast decision-making process; • Ability to sell services online without meeting a client; • Presence in major social media channels (Facebook, Twitter, Instagram, LinkedIn, Google+); • One of the lowest prices in the market; • International experience of the social media marketing. 	<ul style="list-style-type: none"> • Weak brand awareness of Social Drum; • Lack of workforce in the company; • Not informative website; • Lack of tools to track clients’ social media campaign results; • Lack of tools and time to create visuals.
Opportunities	Threats
<ul style="list-style-type: none"> • Increased market size in the Netherlands; • Instagram and Twitter ads became available in the Netherlands; • Increased companies’ fascination about online sales; • Increased companies’ awareness about 	<ul style="list-style-type: none"> • Strong and dominating presence of competitive firms; • Appearance of new competitors in the Netherlands; • Changes in clients’ choices; • Increased number of clients that decide to

social media marketing services.	manage social media profiles by themselves; • Competitors' decision to lower prices.
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Summarizing SWOT results, it is clearly seen that the company has a lot of meaningful and strong resources, however it still has a lot of space where it can improve. The strengths Social Drum has are mostly related with company's abilities to adapt customer needs and satisfy them. However, the best strength of Social Drum is its service prices since it offers one of the lowest prices for social media advertising services in the market.

As Social Drum is a young company in the market, it has many weaknesses, related with low brand recognition, lack of workforce and lack of tools to create and track social media advertising campaigns. However, there are many opportunities that must be exploited. Since the market size for social media marketing services in the Netherlands increased, therefore Social Drum has to expand online marketing communication plan to attract new customers and increase the awareness of the brand.

Despite the fact that company is facing lots of promising opportunities, but it should not miss threats that might affect the company. Since the market size in the Netherlands is increasing, the number of social media advertising companies is also growing, therefore Social Drum should be aware of the situation and follow the changes in the market related to prices and customer needs.

Summarizing overall SWOT analysis the problem for the company could be identified: which online marketing communication tools Social Drum has to use in order to exploit opportunities and avoid potential threats in such a way that the awareness of Social Drum services would be created and new clients would be attracted in the Netherlands.

Theoretical Aspects of the Problem

According to American Marketing Association (2004), marketing is the activity and processes for creating, delivering and exchanging proposes that have a value not only for customers and partners but also for the society. Online marketing could be seen as a process of maintaining the relationships with customers through activities made on the Internet (Mohammed et al, 2001). Internet marketing, web marketing or e-marketing could be seen as synonyms to online marketing (Thomas, 2011).

Nowadays online marketing communication is playing the most important role in order to increase company's sales (Wertime & Fenwick, 2008). Just after the rise of the Internet more and more corporations started to use online marketing to increase brand communication globally (Ko et al., 2005). Ability to attract new customers and increase geographic coverage of the company's marketing communication are seen as the most important benefits that can be achieved through online marketing (Gay et al, 2007). Many online marketers use a measurement of click-through rate (CTR) for online marketing performance, which shows the exact number or percentage of website visitors or those who click on the ad (Yoo, 2009, p. 233). Moreover, online marketing is seen as the cheapest way with highest potential to promote brand and accelerate business (Thomas, 2011). However, difficulties of cross-border trading, lack of trust, technology gap and spam are seen as the most common problems arising from online marketing (Gay et al., 2007).

According to Thomas (2011) and Newlands (2011), there are 4 main types of online marketing:

1. Web advertising – creating and sharing advertisements usually called web banners on third party websites (Thomas, 2011).
2. Email marketing – interacting with customer via email, by sending them newsletters or asking them to provide a feedback about product or services (Newlands, 2011).

3. Content marketing – relates with the content creation on official company's website and the updating process of it. Posting articles, blog posts, quotes could create a good content on the website of company (Thomas, 2011).
4. Search Engine Optimization (SEO) – improving company's website search results for current and future customers on the search engines such as Google, Yahoo!, Bing (Newlands, 2011).
5. Social media marketing – creating a corporate presence and its communication on social media channels such as Facebook, Twitter, LinkedIn, Instagram, Pinterest, YouTube, Google+ where almost all potential customers can be found (Thomas, 2011).

Banner ads. Banner advertisements are widely used through all Internet channels in various types of formats (Porta et al., 2013). The research of McCoy et al. (2004) shows that banner advertisement usage can increase the awareness of the company and its recognition. However, the term of banner blindness is used for phenomenon in which web users ignore appearing banner advertisements (Dreze et al, 2007, p. 19). Banner ad avoidance mostly occurs for task-oriented customers (Danaher & Mullarkey, 2003, p. 260).

Email marketing. According to Waldow and Falls (2012), 94 percent of people check, read and send messages by using their email. 188 million emails were sent everyday in 2010 without spam emails, which could be defined as unwanted emails (Waldow & Falls, 2012). Design, layout and writing style are seen as the most important elements while creating influential email to promote services or products (Charlesworth (2009). Mullen and Daniels (2009) distinguish 5 types of email messages send by marketers: awareness, consideration, conversion, product usage, retention and loyalty (Mullen & Daniels, 2009).

Content marketing. Content marketing is seen as a must-have in corporate life (Lieb, 2011). In order to create a well-designed content for target audience marketers need to

experiment, have a strategy, be persistent and original (Lieb, 2011). Corporate blogging is seen as an important part in content creation (Thomas, 2011). Ryan and Jones (2009) emphasize that blogging can personalize company's communication and increase the interaction with customers. According to Lee et al., (2006) corporate blogging can be divided into two types for business-to-business companies:

1. "Bottom-up" type of blogging allowing the lowest corporate level employees to make a blog content;
2. "Top-down" type of blogging, where bloggers are professionals from the highest corporate level. This type of blogging allows increasing corporate credibility and trust (Lee et al, 2006).

Lee et al (2008) argue that unique human voice is a relevant element for a corporate blogging, because it separates blogging from traditional ways of marketing.

Search engine optimization (SEO). By optimizing company's presence on the search engines, potential customers may find company's official website easier (Newlands, 2011). When most of the people search for a keyword related to the business, they only look to the first page of results, therefore the main purpose of having a presence on the search engines such as Google, Bing or Yahoo!, is related with the appearance on the first page of results (Newlands, 2011). Search engine optimization helps not only to drive traffic to the official website but also to increase the ranking in image search of the business (Jones, 2013).

Among all search engine marketing tools, Google AdWords is seen as one of the most popular and ads from this marketing tool show when someone type a keyword on Google, Ask.com, Netscape or AOL (Ledford, 2015).

Social media advertising. Analyzing the literature related to the modern ways of marketing, it is clearly seen that social media as a marketing tool has grown significantly in recent years. Social media is rapidly replacing traditional ways of marketing, since it creates

unlimited opportunities to attract millions of brand followers (Bruhn et al., 2010, p. 772). The popularity of social media is seen through the desire of individuals to be social and share their life experience with other social media channel users (Chaffey et al., 2009). The rise of social channels simplifies the consumer-to-consumer communication and boosts the communication between unknown consumers (Duan et al., 2008, p. 1010).

The study of Kho (2008) reveals that social media channels such as Twitter or Facebook increase the interest for business-to-business marketing, since it creates more personalized and stronger relationships between customers and suppliers. This new way of communication became relevant for corporations where they have come to a point that it is necessary to have a social media strategy and a proper plan in order to stand out and attract followers (Jaffrey, 2011). Social media's ability to attract thousands of followers creates the situation, where brand is no longer the sole source of brand communication (Kozinets et al., 2010, p. 79).

Social media is a powerful tool for companies that desire to create an international online marketing communication for their brand, because social profiles bring followers together and increase the effectiveness of electronic Word-of-Mouth (eWOM) (Lee and Youn, 2009, p. 321). The power of global electronic Word-of-Mouth is clearly reflected in international brands' Twitter and Facebook accounts (Okazaki & Taylor, 2013, p. 66). Most of the conversations that are in social media channels create a positive message with a positive tone, however some of the discussions may undermine the reputation of a company or brand (Ryan & Jones, 2009; Szmigin et al., 2005, p. 490). Moreover, the study of Nielsen conducted in 2009 reveals that 70 percent of Internet users trust the feedback about brand or product of social media platforms consumers.

According to the research made in 2012 about 73 percent of companies have an official page in social media channels such as Facebook or Twitter (Barnes et al., 2012). Lee

at al, (2006) argue that it is relevant for the marketing on social media channels to have employees that can create and administrate the content. According to Kozinets (2010), investments in the social media marketing expect to grow more than three billion dollars per year.

The research of Smith made in 2012 reveals that companies may face a loss of control through the marketing on social media, because social media users are also participating in brand's or company's social media page content creation, which is known as user-generated content (UGC) (Farrar, 2010, p. 13). However, Michaelidou et al., (2011) see social networks as a perfect place for business-to-business companies to create value for customers by increasing the communication and building strong and loyal relationships.

Creative content strategy, creative social media agency, its social media accounts and successful past projects are the main factors for the companies, that decides to buy services from social media advertising agencies (Hinklein, 2012).

According to Li and Bernoff (2008), there are six different social media user segments that are based on how they are acting in social channels:

1. Creators – create new content on social media channels by publishing articles or uploading video or audio content (Li & Bernoff, 2008);
2. Critics – those that are the most active users. They create new content on social media channels by writing comments, making reviews (Li & Bernoff, 2008);
3. Collectors – those that are the most active users. They organize the content created by creators and critics by adding tags to different web pages or social media channels photos, visiting and join social media groups and other communities (Li & Bernoff, 2008);
4. Joiners – only visit social media channels and maintain their personal profiles (Li & Bernoff, 2008);

5. Spectators – the largest social media users group which reads online content, searches for reviews or feedback (Li & Bernoff 2008);
6. Inactives – those that are online, but do not participate in any form of social media (do not post or read any content) (Li & Bernoff 2008).

Taking into account these theoretical aspects, it could be assumed that the decision of Social Drum to develop an online marketing communication plan is related with the desire to attract new customers in the Netherlands and increase a geographic coverage. Mentioned theoretical aspects of the problem may help to highlight the ways Social Drum has to take in order to achieve its goals. Since social media marketing agencies' social profiles are one of the main factors that affect client's decision, Social Drum also has to increase its online marketing communication in the worldwide known social networks.

Empirical Research

The part of empirical research is performed in order to get in depth knowledge and understanding about online marketing communication effectiveness for customers in the Netherlands for Social Drum. The research is conducted by using theoretical foundations and created questionnaire based on 6M model of marketing communication. The data collected during the research will be used to develop an online marketing communication plan for Social Drum in the Netherlands for the time period from 01/06/2016 to 01/06/2018.

Research Aim and Objectives

The main purpose of the research is to gain important information from respondents and find out the most effective and efficient online marketing communication ways for Social Drum in the Netherlands to create brand awareness and attract customers. Collected information will be later used to provide managerial recommendations and solutions in order

to develop an online marketing communication plan for Social Drum in the Netherlands.

Therefore, in order to achieve the research aim, three research objectives are created:

1. To carry out an analysis of the literature review in order to determine the model of marketing communication plan that would be used to design questions for the interview;
2. To make an in-depth interview of not less than 10 representatives from the Dutch companies that have at least one social media profile, in order to gather information about the most effective online marketing communication tools that Social Drum will use in the Netherlands to create brand awareness and attract new clients;
3. To collect the data and analyze it in order to draw conclusions.

Theoretical Foundations of the Research

The theoretical foundations part describes the model used to construct questions for the interview and perform the empirical research in order to provide relevant information for Social Drum and its online marketing communication plan development in the Netherlands.

In order to gather relevant information for the research marketing communication model of 6M is used to create a questionnaire for the interview. Therefore each element of 6M marketing communication model is described below:

1. Market: the element that describes who is addressed and if it is the right target audience that is receiving a message (Luecke, 2006).
2. Mission: the element that describes what is the goal and objective of the message (Luecke, 2006).
3. Message: this element specifies main points that must be communicated for the target audience (Luecke, 2006).
4. Media: which communication tools will be used to spread the message (Luecke, 2006).

5. Money: how much money it is needed (Luecke, 2006).
6. Measurement: how to track and evaluate the performance of created marketing campaign (Luecke, 2006).

Research Method

Since there are no previous researches conducted in order to know which online marketing communication tools work best for social media marketing agencies abroad, therefore there is a need to gather a deeper understanding and opinions about it from potential clients. Thus qualitative research is chosen in this study. Qualitative research can be described as a research that is conducted to gather a deep understanding with a reference to specific topics and problems from a small number of respondents (Flick, 2014). According to Braun and Clarke (2013), qualitative research generates “narrow but rich data” (p.4). This type of research is mostly used to answer *why* questions and gather people’s views, opinions and emotions towards it (Hennink, 2011).

The main reasons why qualitative research is chosen are:

- Qualitative research provides flexibility to get deeper understanding of the problem;
- Qualitative research provides a possibility to get direct insights from respondents;
- Qualitative research lets to analyze respondents’ habits, decision-making process and evaluate the attractiveness of online marketing communication tools for them.

Data Collection Method

A semi-structured online-based in-depth interview is selected as a method to collect the data. According to Mason (2002) the semi-structured in-depth interview is more similar to a real life conversation, where individuals are discussing a relevant topic and can be open about issues. Despite the fact that it is hard to analyze the data collected during the interview, but it gives the researcher a direct access to interviewees’ opinions, experiences and their

perceptions of the topic (Morris, 2015). Moreover, in-depth interviews can be used to explore unlimited number of topics and collect relevant data fairly quickly (Morris, 2015).

The main reason why this way of data collection was selected is because of the relevance to get opinions from potential clients of Social Drum in the Netherlands. Due to geographical distance between Lithuania and the Netherlands interviews are performed online in order to be cost and time efficient. The interviews will be performed using LinkedIn chat platform and Skype.

Questions will be created in such a way that it would be possible to gather as much important information as needed. Most of the questions will be open-ended questions, therefore respondents will be able to express their answers providing more information in detail. Open-ended questions will also allow gathering respondents' personal attitudes towards different aspects and including their own feelings about issues.

When the interviews will be done it is expected to gain all the relevant information to create recommendations for the development of online marketing communication plan for Social Drum in the Netherlands.

Research Sample and Sampling Procedure

A sample of not less than 10 respondents has been selected in order to achieve the research goal and gather the relevant data. Sampling frame was selected using a personal judgment of the researcher. Respondents were selected randomly but with the main condition: all respondents have to be higher level employees and work in a company that could be a potential client of Social Drum, therefore respondents were chosen from all consumer segments of Social Drum that includes companies from B2C market that offer products, companies from B2C market that offer services, companies from B2B market and companies from B2P market.

First few contacts with respondents were made before the beginning of the research. These are personal researcher's contacts established 1 year ago. Other contacts were made just before the research started by using LinkedIn search system.

Research Instrument Justification

Questions for interviews were created using Dolan's (2000) 6M model of marketing communication. However, parts of Money and Measurement from the 6M were not used, because they will be discussed in the third part of the paper, where managerial solutions will be suggested. Set of questions that is going to be used during interviews is provided in the table below, where Market, Mission, Message and Media parts are used. Overall there are 21 questions for the interview, where 10 of them are follow-up type questions. All questions are created in order to gather relevant information for the part of managerial solutions.

Table 7

Questions for the Interview

Question group	Questions	Reason
Market	1. Who determines the social media strategy and tactics in your company (CEO, Marketing Director, Social Media Director etc)?	To find out who are decision makers in the company and who will be searching for social media advertising company on the Internet.
Mission	2. How is the social media strategy integrated into the rest of your company's communication strategy? 3. According to you, what social media marketing agencies are the most famous in the Netherlands?	To find out the level of understanding of social media marketing services, which would help to create communication aims to the decision makers.
Message	4. Are your company's social media profiles managed internally (by company's employees) or externally (by using social media marketing services) and why? Follow-up 1 -What are the reasons that would encourage your company to buy social media marketing services?	<ul style="list-style-type: none"> To find out most important benefits for potential customers and mention it in future online advertisements of Social Drum.

	<p>Follow-up 2 - In your opinion, what are the main benefits of hiring a social media marketing agency that would be responsible for your company's social media profile?</p> <p>Follow-up 3 - What future do you see for social media marketing agencies?</p> <p>5. Please describe your company's strategy regarding the use of social media. Is the strategy more focused on sales, brand image, traffic or something else?</p> <p>Follow-up 1 - How does your company measure the effectiveness of social media profile at obtaining these outcomes?</p> <p>6. How important is it for the message over social media to be adapted to the local culture and what specific adaptations are the most important (language, cultural norms, target audience norms etc)?</p>	<ul style="list-style-type: none"> • To find out what specific adaptations are the most important in order to adapt the advertisements of Social Drum to local culture and audience.
<p>Media</p>	<p>Company's behavior:</p> <p>7. Which social media channels your company uses?</p> <p>Follow-up 1 - Which of them are used mostly and why?</p> <p>Follow-up 2 - Which social media channels does your company find the most effective and why?</p> <p>Follow-up 3 - Are the different social media channels more effective in different strategic outcomes (sales, brand image, traffic)?</p> <p>Personal behavior:</p> <p>8. According to you, what are the most popular Dutch websites (entertainment, news, business)?</p> <p>9. In which social media channel you personally are spending most of your time and why?</p> <p>Follow-up 1 - In which social media channel you are following the largest number of companies and brands?</p> <p>Follow-up 2 - What mostly do you like about being a member of various groups on social media channels (For example: LinkedIn or Facebook)</p> <p>Follow-up 3 - Do you read a blog content of your followed brands or companies (if they have it)? Why? What do you mostly like from it?</p> <p>10. How you are reacting to banner ads? Why?</p> <p>11. How you are reacting to newsletters? Do you read it and why?</p>	<p>To find out the most effective ways for the development of online communication plan of Social Drum.</p>

Source: Developed by author

Empirical Research Progress

Selected time period for the research was almost 3 weeks and was conducted from 30/10/2015 to 19/11/2015. The agreement of the participation in the interview was already made with 2 people from the Netherlands before the beginning of the research. The researcher already knew these 2 people. However, there was still a need to have at least 8 additional people who would like to participate in the research. Therefore, 34 additional requests to connect on LinkedIn were sent to people that are higher level employees in the companies from the Netherlands, just to be sure that at least 8 of them will accept connection requests and agree to participate in the research. Most of the requests to connect were sent to employees that can somehow be related with company's marketing, for example creative directors, marketing managers, communication managers and brand development managers.

Out of 34 requests to connect 23 were successful, thus 23 new connections on LinkedIn were made and 23 kind requests on LinkedIn message platform were sent to participate in the research. However, only 9 out of 23 people agreed to have the online interview in order to express their opinions about the best working online marketing tools for them and the knowledge about social media marketing services. Thus, overall 11 people were participating in the research, where 2 of them were already known to the researcher and in the list of LinkedIn connections.

The reason why the rest of 14 people did not participate in the research was because 10 of them ignored the message with the kind request to participate in the research and 4 of them refused to participate because they thought that they cannot help and does not have a relevant knowledge.

Interviews with 2 people were managed through Skype conversations, while the rest of 9 respondents answered research questions on LinkedIn chat platform. The duration of conversations on Skype was about 15 minutes. Before the beginning of the interview, the

main purpose of the research was explained. Those 9 respondents that decided to answer research questions on LinkedIn chat platform were also informed about the purpose of the research and the benefits of their participation. After interviews all participants got a gratitude message.

Interviewed people's job position, company's name and its business are provided in the table 8.

Table 8

Respondents' Job Positions and Companies' Names

Respondent's number	Respondent's job position	Company's or organization's name	Business area	Target segment of Social Drum
1.	Marketing manager	Kikke Spule	Home decor	B2C (products)
2.	Founder	Bolas Underwear	Apparel/fashion	B2C (products)
3.	Senior marketing manager for Dove products	Unilever Netherlands	Consumer goods	B2C (products)
4.	Junior brand manager for Optimel products	Friesland Campina	Dairy products	B2C (products)
5.	Communication manager	Philips Lighting	Consumer electronics	B2C (products)
6.	Marketing innovation specialist	Booking.com	Travel/accommodation	B2C (services)
7.	General manager	In De Waag	Catering	B2C (services)
8.	Founder/CEO	Signature Wedding	Event organizer	B2C (services)
9.	Junior communication manager	Altran	Business consulting	B2B
10.	Managing director	Expatax	Accounting services	B2B
11.	Vice president	AIIESEC Netherlands	International non-profit young people's organization	B2P

Data Analysis Methods

Qualitative data is usually analyzed by using notes and insights made by interviewer (Morrill et al., 2000, p. 322). To analyze the data gathered during the qualitative research a framework developed by Miles and Huberman (1994) will be used. Miles and Huberman (1994) distinguish three main phases of a qualitative data analysis:

1. Data reduction. The first phase of data analysis is related with data organization in a meaningful way. The information gathered during the research must be simplified in such a way that the least relevant details have to be eliminated.
2. Data display. The second phase of data analysis is related with compressed and organized data display. Data can be displayed in a form of text, diagram, matrix, chart or table.
3. Conclusion drawing and verification. The final phase of data analysis involves consideration of collected data in order to create conclusions.

By using a selected qualitative data analysis framework research information is shown in the part of results. All respondents' answers to the questions are displayed in the form of tables (see appendix 1).

Results of Empirical Research

Findings of the empirical research are provided in the form of summary, where answers of the respondents to each question are analyzed in more detail. The sequence of the results will follow the 6M model of marketing communications. Tables below the parts of message and media provide the most important information for the part of managerial solutions. The table 9, which is below the part of the message, provides main message characteristics and respondents citations gathered through the research. The table 10, which is below the part of the media, provides the most important media channels and respondents' citations about it.

Market. When respondents were asked, “*who determines the social media strategy and tactics in your company (CEO, Marketing Director, Social Media Director etc)?*” the most common answer was CEO. 5 out of 11 indicated that the CEO of the company mostly determines social media strategy and tactics. Marketing director determines strategy in 4 out of 11 respondents’ companies. While 1 respondent said that “*all tactics are defined by the whole team involved in the social media profile, but final decisions are made by the general manager*” and also another 1 respondent said that “*all strategy related decisions are made by the whole team, which is related with a particular brand*”.

Mission. When the research participants were asked a second question of “*how is the social media integrated into the rest of your company’s communication strategy?*” 8 out of 11 said that the whole social media is well integrated into the rest of their company: “*it is in the other way around*”, “*it is well integrated*”, “*integrated into the whole company and its brands*”, “*social media is inseparable part of the promotion*”. 1 respondent out of 11 said: “*social media is better integrated by other brands of the company, because other brands use more social media channels for the promotion*”. And 1 respondent was honest about his company and said that “*social media is not well integrated, because they are not spending so much time for it as needed*”. Another 1 respondent indicated the answer of “*I don’t know such information*”.

When research participants were asked a question of “*what social media marketing agencies are the most famous in the Netherlands?*” 3 out of 11 indicated that they are not aware of social media companies in the Netherlands and do not know such companies’ names: “*I don’t know any of them, since we never needed such services*”, “*this area is not explored by me*”, “*I am not familiar with this field, actually*”. Even though, the rest part of respondents also felt not guaranteed about which of them are the most famous, but they mentioned at least 2 social media agencies that are known for them in the Netherlands. They

are aware of MEC (5 out of 7), A Friend of Mine (3 out of 7), Social2B (1), Brand Ambassadors (1) and Add to Friends (1).

Message. When respondents were asked “*how company’s social media profiles are managed (internally or externally) and why*” 9 of them answered that social media profiles are managed internally, while only 2 respondents told that their company’s social media profiles are managed by social media marketing agency. Most of respondents say similar reasons why social media profiles are managed internally: “*we have our own marketing experts*”, “*our company’s employees have the best awareness about it, so there is no need to hire social media marketing agency*”, while those who said that profiles are managed externally identified several common reasons: “*our marketing department is too busy for daily maintenance of all social media channels*”, “*marketing employees usually are too busy for it, moreover Dove’s brand is international, so the social media marketing company is responsible for this brand not only in the Netherlands*”.

1 of those 9 respondents who said that social media profiles are administrated internally also mentioned an important fact that “*brand campaigns are created and often executed by our brand agency*”, thus it could be assumed that 1 respondent’s company is using both ways of social media profile administration.

2 of these 8 respondents, who said that the social media profile is managed internally, also mentioned that they are thinking about buying social media marketing services from professionals and indicated these reasons: “*we are not happy with the overall performance, so now we are searching for a social media agency*” and “*now we are thinking to buy such services since we are not satisfied with the results of some profiles*”.

Regarding the follow-up question of “*what are the reasons that would encourage your company to buy social media marketing services*” all respondents indicated more than one reason. The most common reason, which was mentioned by 5 respondents, was price:

“the number one reason would be if the company would clearly state that it could provide us with reasonable price”, “reasonable offer regarding prices”, “quality and price ratio”, “low price”, “saving on expenses”. Among all answers to this question quality was mentioned by 3 respondents and 2 respondents indicated that social media company’s experience is the main factor to buy such services: *“experience and successful current projects”*. Other reasons in respondents’ answers were indicated as following: *“fast customer service and creativity”, “higher results”, “better and more attractive communication”, “offered better strategy than ours”*.

When the question was asked *“what are the main benefits of hiring a social media marketing agency that would be responsible for your company’s social media profile”* respondents indicated more than one benefit of having such services, therefore the benefits are mentioned below with the number of respondents who defined it. 6 respondents thought that social media marketing agency’s employees are experts in this area and they know better than others how to create a good content on social media channels: *“these people are experts at what they do”, “professionals from the social media agency know the specifics better”, “I think they are professionals and they know all the trends and what is working for what”*. 5 respondents indicated saved time as one of the benefits of having such service: *“saved time”, “time consumption”, “time to execute and likely value for money”, “time saved is money earned”*. Also 3 respondents indicated one of the benefit related with the less workload for their own employees: *“it would take away the burden from some of our company’s employees and they could do the jobs they are meant to do”, “less workload for employees, ability to focus on more important tasks”, “less stress for employees”, “less responsibilities for our own employees”*. Other respondents indicated less popular benefits among all answers of having social media marketing services: *“increased number of fans”, “source of new ideas, strategy implementation”, “more effective messages”*. Taking into account all these

mentioned benefits it could be assumed that the most important benefits seen by respondents are professionalism (social media marketing employees are experts of this area), time saved and less workload for employees.

Regarding the question of *“what future respondents see for social media marketing agencies”*, 9 out of 11 respondents predicted a positive future: *“I think it will be growing since the whole social media is growing so quickly”*, *“I assume this business is growing so their future must be prosperous”*, *“I think the future is bright as the last decade social media importance has grown”*, *“good future, this business is growing”*, *“successful. Its on the top”*, *“bright, as popularity of social media is growing”*, *“I guess social media agencies should only grow larger”*, *“of course good future”*. For 2 respondents it was hard to predict the future, because they were not feeling aware of such business: *“if there will be an increase in such companies that can’t manage their social media pages by their own experts, then there will be a rise in social media companies”*. 1 of these 2 respondents also mentioned that *“agencies will have to become flexible in order to adapt quickly changing landscape of media”*.

When respondents were asked to *“describe company’s strategy regarding the use of social media”* most of them indicated more than one strategy. The most common strategy was related with sales. 6 respondents mentioned sales as one of the strategies regarding the use of social media: *“boost sales”*, *“sales of course”*, *“brand awareness and sales”*, *“the strategy is mostly related with sales when we have special offers for our customers”*, *“brand image and sales”*, *“sales and branding”*. 3 out of 11 respondents answered that their companies or brands have a clear strategy of brand awareness improvement and 2 indicated a positive brand image creation: *“everything is created in order to increase the brand awareness”*, *“company’s social media strategy is focused mostly on increasing brand awareness and positive brand image”*. Less popular type of strategy used by respondents’

companies was traffic. Only 1 respondent said that his company does not have an exact strategy, however the respondent thinks that the strategy is mostly related with brand awareness.

Regarding the follow-up question of *“how does your company measure the effectiveness of social media profile at obtaining these outcomes?”* almost all of respondents indicated one clear way to measure the effectiveness. The most popular way to measure it is through an increase in sales (5 respondents indicated it): *“through sales that are related to the posted content on Facebook”, “by an increase in sales”, “usually by the increase in sales after a particular ad campaign on Facebook”, “the growth in sales is the best index”, “through direct sales”*. The rest part of respondents mentioned these ways to measure the effectiveness: traffic to the official website (2), the number of followers (1), followers’ engagement on social media profile (2). Another 1 respondent mentioned more than one way to measure the effectiveness of company’s social media profile: by clicks on ads and photos and by traffic to the official website.

All responses collected from the question *“how important it is for the message over social media to be adapted to the local culture and what specific adaptations are the most important (language, cultural norms, target audience norms etc)?”* were with a clear answer, which indicated that it is important for the message over social media to be adapted to the local culture: *“all of the mentioned factors are important”, “it is extremely important to adapt it”, “very important”, “extremely important”*. 4 of them specified that language is the most important factor among all cultural norms: *“language would be the top priority”, “it is mostly important to communicate in the language that your followers on social media can understand”, “language should be adapted to the country where you are promoting something”*. However, 2 respondents said that it is not necessary to use a local language for communication over the social media, because their social media profiles’ content is created

in English, but just because this language is understandable by most of the Dutch citizens:

“even though most of our target group’s native language is Dutch, we do marketing in English as we believe this is a key characteristic of our organization”, “since we are targeting broader group of audience, so we communicate mostly in English”.

Table 9

Main Message Characteristics and Respondents’ Citations

Message characteristics	Respondents’ citations
The most common reasons that would encourage respondents’ companies to buy social media marketing services are reasonable price, quality and experience.	The number one reason would be if the company would clearly state that it could provide us with reasonable price (Respondent 1); Reasonable offer regarding prices (Respondent 2); Experience (Respondent 3); Better quality than ours (Respondent 4); Better experts and quality (Respondent 9); Quality, fast customer service (Respondent 10);
Professionalism, saved time and less workload for company’s employees are seen as the most popular benefits of having such services.	These people are experts at what they do (Respondent 1); Less workload for employees (Respondent 2); I think they are professionals and they know all the trends (Respondent 3); Saved time (Respondent 4); Time consumption (Respondent 5); Time to execute and likely value for money (Respondent 6); Less stress for employees (Respondent 7); As being professionals they would know straight away what strategy a company needs (Respondent 8); Time saved is money earned (Respondent 10);
It is very important for the message over social media to be adapted to the local culture and language is seen as the most important adaptation.	Language would be the top priority (Respondent 1); It is extremely important (Respondent 2); Very important (Respondent 3); Extremely important (Respondent 4); Very important. Language should be adapted to the country where you are promoting (Respondent 5); Absolutely important – local relevancy is important (Respondent 6); Very important (Respondent 7); Important (Respondent 9); Very important (Respondent 10); Quite important (Respondent 11).

Media. When respondents were asked “*which social media channels your company uses?*” 9 of 11 told that their company uses more than one social media channel, while 2 respondents said that their company uses only one social media channel. Facebook is used by all respondents’ companies (11). Twitter is used by 9 companies while LinkedIn is used by 6 respondents’ companies. YouTube is used by 5 companies. Google+, Pinterest and Instagram are used by 2 companies. 1 respondent also mentioned that his company is using Naver and

WeChat social media platforms that are not so popular or not used among other respondents' companies.

Regarding the follow-up question of "*which of them are used mostly and why?*", Facebook and Twitter were identified as the most frequently used social media channels (9 out of 11 companies uses these social media channels). Respondents specify these reasons to such results: "*because our target customers use this social channel*", "*they are essential for daily communication*", "*we have larger number of followers there*". 3 companies mostly use LinkedIn, because they target audience is in this social platform, while 1 company mostly uses Pinterest and Instagram, because these social platforms are mostly suitable for visual content. Note that 2 respondents said that his/her company is using only one social media channel (Facebook), therefore it is assumed as used mostly.

Further on, research participants were asked "*which social media channels does your company finds the most effective and why? and most of them specified one or two social media channels that work best for their companies, therefore the results are as follow: 9 out of 11 respondents see Facebook as the most effective social media channels because "there is the largest number of followers" if compared to other social media profiles. 4 respondents also think that Twitter is more effective because "followers' engagement rate is high on this social platform". 1 respondent specifies Instagram and Pinterest as the most effective social media channels for their company, because "it represent our works best" and "it is easier to attract new followers on these channels". Note that 2 respondents said that their companies are using only one social media channel (Facebook), therefore it is also seen as the most effective social media channel for them.*

Regarding the question where respondents were asked "*if the different social media channels are more effective in different strategic outcomes (sales, brand image, traffic)?* 10 respondents said that different social media channels are effective in different strategic

outcomes, while 1 respondent said that all social media profiles are used for all possible strategic outcomes such as brand awareness and sales. Facebook is seen as the most popular social media channel for the strategic purpose of traffic to the official company's website (4 out of 11 respondents): *"Facebook works better for traffic creation to our official website"*, *"Facebook is for the traffic"* *"Facebook to generate traffic to our website"*. Also 3 out of 11 said that Facebook is used for the increase of brand awareness and 2 said that it is used for sales. 2 respondents say that Twitter is used for brand awareness and 1 respondent say that it is used for sales. Also 1 respondent mentioned other strategic outcome: *"of customer communication, which is performed through We Chat social platform"*. Note, that 2 respondents' companies have only one social media profile (Facebook), thus it is the most effective social media channel for their strategic purposes. Taking this information in mind, it could be assumed that most of respondents' companies uses different social media channels for different strategic outcomes.

Regarding respondents' personal behavior the question of *"what are the most popular Dutch websites (entertainment, news, business)"* was asked and answers to this question were as following: the most popular news website for the respondents is nu.nl (8 out of 11). Also 6 out of 11 respondents indicated telegraaf.nl as a popular Dutch website. Other websites that were mentioned are as follow: nos.nl (4), dutchnews.nl (2), dumpert.nl (2), geentijl.nl (1), marktplaats.nl (1).

Further on, respondents were asked *"in which social media channel you personally are spending most of your time and why?"* and only a few of them indicate only one social media channel in which they are spending most of their time and mentioned channels were Facebook, Twitter, LinkedIn or YouTube. Others indicated more than one social media channels because they are spending time equally on those platforms. The overall results are as follow: 7 respondents spend most of their time on Facebook, because *"all friends are on*

this platform” and *“it fulfills goals”*. Also 4 respondents said that Twitter is one of the social media channels where he or she is spending most of their time, because *“this social media channels satisfies all needs”* and you can *“follow news, deals and anything last minute breaking”*. LinkedIn was also mentioned by 4 respondents, because respondents can *“find relevant contacts”* and *“control professional aims”* through this social media platform. Pinterest and Instagram were mentioned by 2 respondents, because on Instagram *“you can follow interesting people”* and Pinterest *“allows on a daily basis to see what competitors are up to”*. Taking this information in mind, it could be assumed that Facebook, Twitter and LinkedIn are those social media channels, where respondents spend most of their time.

Regarding the follow-up question *“in which social media channel you are following the largest number of companies and brands?”* most of respondents mentioned Facebook as a social media page, where they follow the largest number of companies or brands (5 out of 11). One of respondents indicated the reason to such answer: *“I want to be updated about the news, discounts, special offers”*. LinkedIn was also a popular page where respondents follow companies or brands, because 3 out of 11 mentioned it. Also 2 respondents said that Pinterest is the place where he or she is following the largest number of brands, because they *“like how the content is created on this social media platform”*. Instagram was mentioned by 1 respondent. Note, that some of respondents mentioned more than one social media page where they follow the largest number of brands or companies.

When respondents were asked *“what mostly do they like about being a member of various groups on social media channels (LinkedIn, Facebook)?”* 8 of them revealed that the best thing of being a part of such a group is that members can share ideas about the same issue as they care: *“you can participate in discussions”*, *“it allows sharing information with the community of people who have same interests”*, *“mostly I like that I can express myself”*. Other respondents indicated that they could learn about other people or founders of a group

more: *“you can learn more about that group founders”, “I can learn about other people and where they are working by using LinkedIn”*. Only one respondent said that he is not participating in such groups’ activities: *“I stopped being an active member in such groups. Now I have no time for these things”*.

When respondents were asked *“if they read a blog content of your followed brands or companies (if they have it) an why? and what do they mostly like from it?”* 6 out of 11 respondents said yes, because they *“like to hear opinions”*, also *“it provides relevance”*. 4 out of 11 respondents said that they read a blog content of their followed companies, but not regularly. They read it only in those cases *“if the topic seems to be interesting”* or *“it has an eye-catching headline”*. 1 respondent out of 11 said that he is not reading a blog content, because he is *“not interested in it”*.

Eventually respondents were asked *“how they are reacting to banner ads and why?”* and 6 out of 11 them indicated that they react negatively to the banner ads, because *“they are annoying”* and *“distracts the attention”* or *“there is nothing special about it”*. 4 out of 11 respondents said that they try to ignore or avoid them, because usually *“they are not interesting in the things that are offered”*, *“they are about special offers that I don’t care”*, *“they are not the reason of visiting a website”*. Only 1 respondent (from all 11) feels positive about banner ads, but only *“as longs as it is targeted”* to him.

Regarding the last question of *“how respondents are reacting to newsletters? and do they read it and why?”* 9 out of 11 said that they do not read newsletters and feel negative about it. These 9 respondents indicated these reasons: *“I get too many of them”*, *“I have no time to read it”*, *“I try to reduce the flowing number of them all the time”*, *“I get hundreds of it, so there is no time for it”*. However, 2 respondents said that sometimes they read newsletters. The reasons why were indicated as following: *“it depends on the company or a*

deal of a particular product” and “that may be available for deals and any interesting products”.

Table 10

Main Media Channels and Respondents Citations

Media channels	Respondents citations
Facebook, Twitter, LinkedIn, Instagram, YouTube and Pinterest are the most popular social media channels among respondents’ companies.	Facebook and Twitter (Respondent 1); Facebook, Twitter, Instagram (Respondent 2); Facebook is used for Dove’s brand (Respondent 3); Only Facebook (Respondent 4); Facebook, Twitter, LinkedIn, YouTube (Respondent 5); Facebook, Twitter is our focus (Respondent 6); Facebook, Twitter, YouTube (Respondent 7); LinkedIn, Twitter, Facebook, Pinterest (Respondent 8); LinkedIn, Facebook and Twitter (Respondent 9); Facebook, LinkedIn, Twitter (Respondent 10); Facebook, Twitter, LinkedIn (Respondent 11).
The most popular Dutch websites for the respondents of the research are nu.nl, nos.nl and telegraaf.nl.	I would say telegraaf.nl (Respondent 1); Telegraaf.nl (Respondent 2); In the Netherlands I like nu.nl (Respondent 3); Telegraaf.nl, nu.nl (Respondent 4); nu.nl (Respondent 5); nos.nl, n u.nl for news (Respondent 6); Dutchnews.nl, telegraaf.nl (Respondent 7); I don’t know these statistics but for me nu.nl (Respondent 8), nu.nl, telegraaf.nl (Respondent 9); Nu.nl, telegraaf.nl (Respondent 10); In general geenstijl.nl, dumpert.nl, nu.nl, nos.nl (Respondent 11).
Facebook, Twitter, LinkedIn and YouTube are those social media channels, where people spend most of their time.	Facebook on free time and LinkedIn (Respondent 1); Facebook, because all my friends are there (Respondent 3); Twitter and LinkedIn (Respondent 5); I’m more a follower on both Twitter and Facebook (Respondent 6); Facebook and YouTube. Facebook for friends and YouTube for fun (Respondent 7); Twitter, Pinterest, LinkedIn for different purposes (Respondent 8); Facebook and Twitter, because most of my friends are there (Respondent 9); YouTube mostly on spare time (Respondent 10); Facebook. It fulfills 90% of my goals on social media (Respondent 11).
Respondents participate in the group activities on social media and mostly like the idea of communication and sharing information with people that have the same interests.	You can participate in discussions (Respondent 1); You can feel as a part of group of people that are interesting in the same thing as you are (Respondent 3); You can learn more about others (Respondent 4); I like that I can express myself (Respondent 5); The possibility of being a member of a particular group in Facebook or other social media platforms allows sharing information with the community (Respondent 6); Sharing ideas with others (Respondent 7); Discussing relevant issues with that area professionals (Respondent 9); Discuss together (Respondent 10);
Respondents read the blog content of their followed	I am interested in their opinions and current activities (Respondent 1); Sometimes, if the topic is relevant

brands and companies.	(Respondent 2); Yes, especially those people I follow (Respondent 4); Yes, especially if it is related with hot content or comments (Respondent 5); Yes, I have indeed, if it provides relevancy (Respondent 6); It is always interesting to read (Respondents 7).
Respondents try to ignore banner ads.	I try to ignore them (Respondent 2); It is annoying and distracts me (Respondent 3); I try not to see them (Respondent 4); I do not like it. It distracts my attention (Respondent 5); Trying to avoid them (Respondent 7); They tend to be quite annoying (Respondent 8); I hate it, honestly (Respondent 9); They are annoying (Respondent 10); I try to ignore them mostly (Respondent 11).
Respondents get too many of newsletters and do not have a time to read them.	I get too many of them (Respondent 2); I am too busy to read them (Respondent 5); I have no time for it (Respondent 6); It is a waste of time to read them. I did not find a relevant information in it (Respondent 7); Well, I get hundreds of it, but I don't read it (Respondent 9); I tend to unsubscribe them (Respondent 10).

Conclusions of the Research Findings

After the analysis and interpretation of the depth interviews with 11 respondents conclusions have been made. The research revealed that CEOs, marketing directors are usually those people that determine the social media strategy of the company. These people are a target market for social media marketing services, because they make final decisions.

Regarding respondents' general perception about social media marketing it was uncovered that social media strategies are integrated into the company, however, respondents are not well aware of the main strategic purposes. Moreover, they are not well aware of social media marketing services in the Netherlands and do not know the most popular social media marketing agencies' names.

The research also showed that respondents' companies usually do not use social media marketing services, however, a few of them are thinking to buy such services or they are already using it with the special brand campaigns. The most common reasons that would encourage respondents' companies to buy social media marketing services are reasonable price, quality and experience, while professionalism, saved time and less workload for company's employees are seen as the most popular benefits of having such services. The

research results also helped to identify that it is very important for the message over social media to be adapted to the local culture and language is seen as the most important adaptation. However, some of respondents believed that it is not necessary to use a native language of target audience, if there is another language that is perfectly understood by target audience and it can better reflect the business.

Regarding the media, it was revealed that Facebook, Twitter, LinkedIn, Instagram and Pinterest are the most popular social media channels among respondents' companies and these channels are used for different strategic marketing purposes. Also Facebook, Twitter, LinkedIn and YouTube are those social media channels, where respondents personally spend most of their time. Respondents also like to participate in these social media channels' group discussions and to read a blog content of their followed brands or companies. Taking these results in mind, managerial solutions will be provided in order to achieve brand awareness and attract new customers for Social Drum in the Netherlands.

Research Limitations

In order to evaluate the empirical research critically, it is necessary to highlight limitations that appeared.

Online marketing communication is a wide field, where there are many areas for company's promotion. Therefore it was impossible to cover all aspects of online marketing channels in the questionnaire that was based on 6M model of marketing communications. The research only revealed insights about corporate blogging, social media channels, newsletter marketing and banner ads.

Limitations of respondents' participation in the research were also noticed. Not all invited people on LinkedIn desired to participate in the interview. Some of them felt unable to answer all the questions, others felt unaware of the field and refused to participate in the research. The research revealed only 11 research participants' ideas and insights about the

problem. However, selected qualitative research type is more flexible, therefore results were evaluated and interpreted by a researcher.

Also there was time and geographic distance between Lithuania and the Netherlands limitations that might have affected the results of the research. Interviews were performed on LinkedIn chat platform and Skype and the research was performed from 30/10/2015 to 19/11/2015, thus it also could be assumed that relatively short time period affected the results.

Managerial Solutions

The aim of managerial solutions part is to provide practical recommendations to the company in order to develop an online marketing communication plan for Social Drum in the Netherlands for the time period from 01/06/2016 to 01/06/2018. Managerial solutions will be designed by using the data collected from the interviews and 6M marketing communications model, where solutions will be created to all elements: market, mission, message, media, money and measurement.

Market

Based on the results gathered from interviews it was revealed that CEOs and marketing directors are the most common people who determine the social media strategy and tactics in the company. These people are decision makers regarding the use of social media in their companies. Generally, the target market for social media marketing services of Social Drum, especially social media profile administration, are companies that are in B2C, B2B and B2P markets. It includes companies that are already using social media services externally and those that have never been using it and administrate profiles internally.

Mission

According to the research findings it was discovered that social media is well integrated into the respondents' companies, however, respondents are not well aware of the main strategic purposes and achieved results related with social media profiles of their companies. Moreover, they are not well aware of social media marketing services in the Netherlands and do not know the most popular social media marketing agencies' names. Taking this information in mind, the objective of Social Drum in the Netherlands could be created. The objective is to move all potential clients of Social Drum in the Netherlands through all stages of AISDALSLove model, which is based on the traditional AIDA model. AISDALSLove model was developed by Wijaya in 2012 and has 8 stages: attention, interest, search, desire, action, like/dislike, share, love/hate (see the figure 4). The final goal is to create the awareness of social media marketing services in the Netherlands, achieve the level of sales similar to Lithuania's and outperform local social media marketing agencies in terms of quality and price ratio. Therefore, the online marketing communication plan should be developed in the way to achieve a final goal by moving all potential clients through all stages of AISDALSLove model:

1. Attract potential clients with the message (**attention**);
2. Create the **interest** of clients;
3. Make potential clients to **search** for the information about Social Drum (search for the information on search engines: search for the official website or social media profiles of Social Drum);
4. Convince potential clients that they **desire** to have social media marketing services of Social Drum;
5. Lead clients to purchase services of Social Drum (**action**)

6. Make customers to feel satisfied about their purchase of social media marketing services of Social Drum (**like**);
7. Make customers to **share** their experience towards services they purchased;
8. Create long-term effect for clients of a good feeling about the brand of Social Drum and social media marketing services they had (**love**).

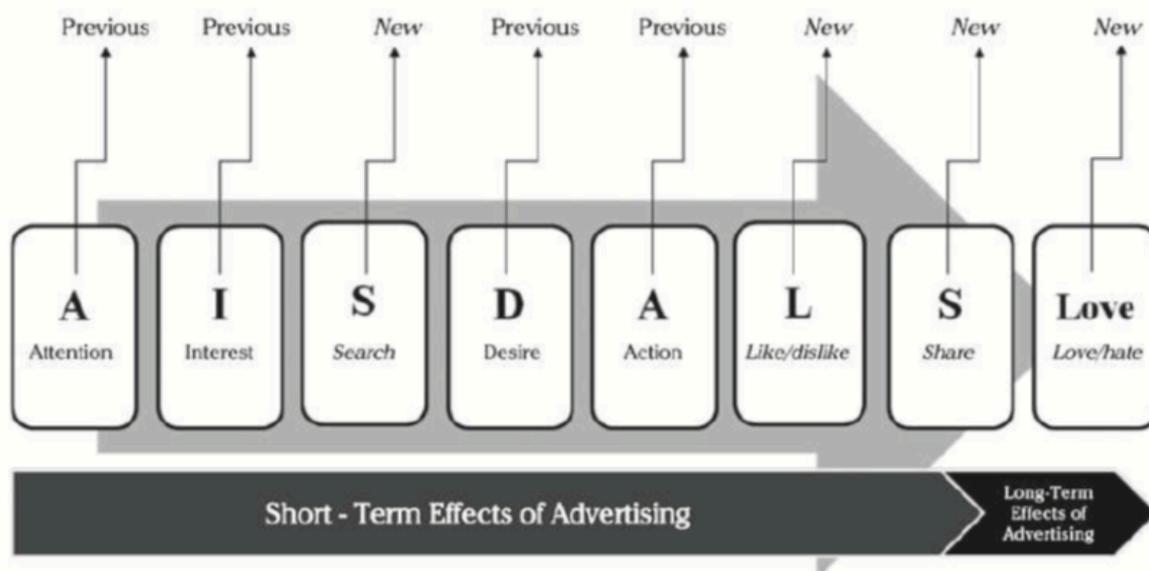


Figure 4. AISDALSLove model. Source: Wijaya, 2012

Message

According to the empirical research findings it is very important for the message to be adapted to the local culture. Moreover, language is seen as the most important adaptation. Therefore it is important for Social Drum to translate its promotional messages into the languages that are mostly understood in the Netherlands: Dutch and English. These languages could help to communicate better to the target audience and in this way to achieve brand awareness and attract more clients.

The message that is going to be used in online marketing communication channels is created with a reference to Rossiter and Percy (1998) positioning statement. The positioning statement usually has four key elements: target audience, category, benefits that the brand

offers, reasons to believe. These sections are filled with a reference to the results from the empirical research. The positioning statement of Social Drum is described in the table 11.

Table 11

Positioning Statement of Social Drum

Target audience	
CEOs and marketing directors from B2C, B2B, B2P companies in the Netherlands	
Category	
Social media profile administration service of Social Drum	
Customer benefits	Reasons to believe
Social media profile administration service of Social Drum saves time	Client company's employees do not need to spend time (at least 2 hours per day) for communication on social media profiles
Employees have less workload when their company's social media profiles are managed and administrated by Social Drum	Social Drum administrates company's social media profile 24/7
Social Drum employees are social media marketing field professionals	Social Drum employees have more than 6 years international experience in social media marketing
Social media profile administration service of Social Drum has a high quality	Service is created by this area professionals and by using modern tools for visualization and performance tracking
Social Drum is a creative social media marketing agency	Social Drum employees have ingenious ideas how each brand or company can be represented on different social media channels.
Social Drum can increase the amount of fans in your company's social media profile	Social Drum creates attractive messages on client's social media profiles and uses sponsored ads to increase the amount of followers.

In order to prove that social media profile administration service saves time for the company, company's employees will see that they save at least 2 hours per day, that are relevant for the communication on all company's social media channels. At least 2 hours are needed for communication visualization and personalization to the brand, message creation, and message response management.

To prove the benefit of having less workload for company's employees, Social Drum will provide 24/7 support and will manage client's social media profile anytime by providing

relevant communication elements: messages, visuals, responses to the fans' questions, ads creation and management.

To prove customer benefit that social media profile administration service is created by this field professionals, Social Drum will provide experience evidences: previous international and local projects and these projects' successful results. Social Drum employees have experience in Netherlands, India, Australia, France, Lithuania and have been working with worldwide known companies and brands.

The best way to show that social media profile administration service has a high quality is to provide customers the information about tools that Social Drum uses for service creation: Buffer, Google AdWords, Google Analytics, Photoshop CC, Shutterstock.

To prove that Social Drum is a creative social media agency, employees would provide clients with ingenious ideas for implementing social media strategies on different social networks for the different brands. Ideas would be represented into communication strategy plans for clients.

Finally, the best way to prove that Social Drum can increase the amount of followers on client's social media profile is to create attractive messages for the communication, use eye-catching visuals and optimize the use of ads.

Messages that are mentioned above should be included into online marketing communication plan of Social Drum and spread on different online media channels. Information in the messages should help to distinguish the brand of Social Drum in the Netherlands, create brand awareness and attract potential clients.

Media

The plan for the media is recommended according to the findings gathered from the empirical research and current online marketing trends. Proposed online media channels would help to spread the message about Social Drum, create brand awareness and attract new

customers. Therefore online media marketing channels and tools are selected carefully for the development of an online marketing communication plan of Social Drum in the Netherlands.

All online media channels are identified and described below:

- Website

Relevance. Company's official website is a place where potential clients come to get more information about the company and its services. Empirical research findings revealed that it is very important to communicate with clients in the language that they understand, therefore it is essential to establish an official Social Drum website in English and Dutch languages.

Content. The content of English and Dutch versions of Social Drum website would remain the same as Lithuanian. There would be 7 main sections of the website: *about the company, about employees, services, previous projects, recommendations, blog, contacts.* Also it is recommended to install social media network buttons that would bring potential clients straight to the profiles of Social Drum (Facebook, LinkedIn, Twitter, Google+, Instagram, YouTube, Pinterest). It is also recommended to highlight the most important messages in the website. These messages should include such information: "*Social Drum is a creative social media marketing agency*", "*Social Drum provides high quality services*" and "*Social Drum employees are social media field experts*".

Tactics. English and Dutch versions of Social Drum website would be created by a professional website builder company which would use WordPress content management system. Social Drum website would be also constantly updated by employees and filled with new blog articles and information about services. The traffic to the website would be mostly generated from search engines and social media profiles of Social Drum.

- Blog

Relevance. A corporate blog is seen as more interactive communication channel than company's official website (Weil, 2006). A corporate blog not only has a conversational voice but also could become a form of viral marketing (Weil, 2006). Research findings revealed that respondents read a blog content of their followed brands and companies. Social Drum blog content has always been an inseparable part of an online marketing communication, however, it was created only in Lithuanian language. In order to create brand awareness in the Netherlands, Social Drum employees have to start writing a blog in English.

Content. As Social Drum employees already have an experience in blog writing, therefore only some improvements are needed. In order to satisfy key customer benefit of the professionalism and increase potential clients' awareness about Social Drum services, it is very important for the company's employees to show their knowledge in the social media field. The topics for the blog content will depend on the social media news and tendencies to that time. Together with the written content it is also important to find an eye-catching photos that would match to the topic of a blog. The most important messages that are going to be highlighted in blog articles are: "*social media profile administration service of Social Drum saves time for companies*" and "*employees have less workload when their company's social media profiles are managed and administrated by Social Drum*".

Tactics. Those Social Drum employees that have the best proficiency at English would write a blog once per week. In total there would be 4 articles per month posted. Blog articles would be published at the official website of Social Drum on a blog section. Together with a written content there would be matching, high quality photos that could be bought from Shutterstock photo library. The intern of Social Drum would be responsible for sharing a link of a new blog article on social media profiles of Social Drum. These profiles include LinkedIn, Facebook, Twitter and Google+. Social Drum employees would also be

encouraged to share a new blog article on their personal social media profiles. It is also recommended to activate Facebook ads together with a blog content message, in order to increase Social Drum page likes, generate traffic to the official website and increase brand awareness in the Netherlands.

- Search engine optimization

Relevance. 80% of all Web visitors find a relevant website by using a search engine (Kent, 2011). Moreover, it is an inexpensive way of marketing to generate potential clients to the official website of a company (Kent, 2011). Therefore, it is important for Social Drum to optimize the website. It should be optimized in a way that potential clients could see it on the top of the first page in a search engine.

Content. As Social Drum official website currently does not have its versions in English and Dutch, therefore the website is not found on the first page of results while typing main keywords: “*social media profile administration*”, “*Facebook advertising*”, “*managing Facebook profile*”, “*social media advertising*”, “*social media consultation*”, “*social media blog*”.

Tactics. By using a Google AdWords tool the most important keywords in English that are related to the services of Social Drum could be optimized. After optimization, the website of Social Drum and all related articles with it would appear on the first page of a search engine.

- Banner ads

Relevance. The research of McCoy et al. (2004) showed that banners could increase the awareness and recognition of the company. Despite the fact, that the empirical research respondents do not like banner ads and try to avoid them, but it could be assumed that all people try to avoid ads that are not targeted to them. Therefore, it is very important to select the most appropriate media channels for the banner ads of Social Drum. The research

findings revealed that nu.nl is the most popular Dutch website for the participants. Taking this information in mind, Social Drum could start buying banner ads from this website.

Content. The content of a banner ad could be related with the benefits of having social media marketing services of Social Drum. Messages that are going to be highlighted in the banner ads are: *”social media profile administration service of Social Drum saves time for companies”* and *“employees have less workload when their company’s social media profiles are managed and administrated by Social Drum”*. By clicking such banner ad people would be generated to the official website of Social Drum. It could be expected that banner ads on the website of nu.nl would help to increase the awareness of Social Drum in the Netherlands and attract new clients.

Tactics. As nu.nl is a Dutch news website, which also publishes articles related to the social media, therefore banner ads of Social Drum could appear together with the articles about social media. By following this way, banner ads would be targeted to all people that are interested in social media. It is also recommended to buy banner ads in nu.nl at least once per month and create it in English and Dutch.

- Newsletters

Relevance. Email marketing is one of the most effective forms of marketing that may boost sales (Mullen, Daniels, 2011). Despite the fact, that not all research participants read newsletters, but it could be considered that people do not read newsletters because they are not targeted to them. Therefore, it is essential to send newsletters only to those people that might be interested in the offer.

Content. The content of newsletter would be related to the new blog article of Social Drum. By opening such newsletter receivers would be invited to read a new blog content of Social Drum. The messages that are going to be highlighted in the content of newsletters are: *“Social Drum is a creative social media marketing agency”*, *“social media profile*

administration service of Social Drum saves time for companies”, “employees have less workload when their company’s social media profiles are managed and administrated by Social Drum”.

Tactics. To avoid spamming, newsletters would be sent only to those people that desire to get the news of Social Drum. To accomplish it, there is a need to establish a subscription button in the official website of Social Drum. By clicking on the button *subscribe* people would be asked to provide their emails. In this case, only those people that subscribed Social Drum news would get newsletters once per week and spamming would be avoided. It is also recommended to use MailChimp email-marketing tool, which would automatically send all newsletters and would show a statistics of those who opened a newsletter and click on the link provided in it.

Social media networks. According to Kho (2008) social media channels such as Twitter or Facebook increase the interest for business-to-business marketing, as it creates more personalized and stronger relationships between customers and suppliers. Moreover, creative content strategy, creative social media agency and its social media accounts are the main factors for the companies, that decides to buy services from social media advertising agencies (Hinklein, 2012). Therefore, it is important to promote the company on those social media channels, where potential clients desire to see the information about the company. According to the results gathered from the empirical research, Facebook, Twitter, LinkedIn, YouTube, Pinterest and Instagram are those social media channels where not only potential client companies use it for their own promotion, but also individuals. Therefore, the information below will describe the potential use of these social media channels, communication tactics and communication content for Social Drum in the Netherlands

- Facebook

Relevance. Facebook social media channel is not only very important for connecting and sharing information with friends but also for building presence of a business (Dunay, Krueger, 2011). According to the empirical research all potential clients' companies use Facebook for promotion. Moreover, almost all respondents use Facebook for their own personal purposes, therefore by creating a second Facebook account of Social Drum, where information would be provided in English and Dutch languages, company's presence would be ensured and the awareness in the Netherlands created. In this way it could be expected to attract new potential clients in the Netherlands and increase the engagement of company's profile followers.

Content. The communication will be focusing on different topics for each day of the week. Suggested communicational topics would be similar to the topics of Lithuanian Facebook profile of Social Drum, however it would be a little bit modified and adapted to the needs of the Dutch market. The main strategic purpose of the new Facebook profile is to increase the awareness of the company and create an engaging content. The table below shows suggested communicational topics for the Facebook's profile of Social Drum in the Netherlands and the example of the content.

Table 12

Suggested Communicational Topics for Facebook's Profile of Social Drum

Day of the week	Topic for communication	Example of the content
Monday	Social Drum news	Company's news about new employees, participation in the events, organization of the seminars or webinars.
Tuesday	Social media news	News about changes on social media channels. For example: new Facebook reactions, Instagram ads.
Wednesday	Marketing tips for businesses on social media channels	Tips for businesses how to use social media channels for business aims. For example: How to use Instagram ads for the business.
Thursday	New blog post	Sharing new blog article of Social Drum. For example: "What is in common between Christmas

		rush and social media?"
Friday	Presentation of Social Drum services	Brief message about what does Social Drum do in the field of social media: profile administration, training, Facebook tabs development etc.
Saturday	Social media tips for individuals	Tips for individuals how to use social media channels for different purposes. For example: How to attract more followers on Pinterest?
Sunday	Viral content	Sharing viral videos, thoughts, pictures that became popular after the release.

Messages that should be highlighted in the communication on Facebook's profile are:

"Social Drum is a creative social media marketing agency", social media profile administration service of Social Drum saves time for companies", "employees have less workload when their company's social media profiles are managed and administrated by Social Drum".

Tactics. All employees of Social Drum would be encouraged to create the content for Facebook's profile of Social Drum. However, only marketing intern would be responsible for publishing posts on time. For the daily communication it is recommended to use a Buffer tool that would publish the content (messages, videos, photos) automatically and on the desired time. Company's ad manager would be responsible for Facebook ads activation at least 2 times per week. The objective of ad campaign would be two-fold: promote new Facebook profile of Social Drum in the Netherlands and generate traffic to the official website.

- Twitter

Relevance. By the use of Twitter businesses and marketers have the opportunity "to reach millions of people in a matter of seconds" (Lacy, 2011). As empirical research showed, Twitter is one of the social media channels that potential clients of Social Drum use, therefore it is very important to communicate on the same channel as clients do. The strategic purpose of the communication on Twitter is to be visible to the Dutch companies and in this way to create brand awareness.

Content. As Social Drum is already communicating on Twitter in English, thus there is no need to create another profile. The most important thing is to create a few messages per week in the Dutch language. The topics for the communication would be the same as for Facebook, however, there would be more post per week, since it is very important to react quickly to the social media news and publish up-to-date information. The most important messages that should be highlighted in Twitter's communication are: "*Social Drum employees are social media marketing field professionals*", "*Social Drum is a creative social media marketing agency*".

Tactics. Same as for Facebook, all employees of Social Drum would be encourage to create content for the communication and publish it on time. Since Twitter limits the characters used in a message up to 140, therefore company's marketing intern would be responsible for messages shortening in such a way, that the main idea would remain. It is also recommended to promote tweets related to the blog content once per week.

- LinkedIn

Relevance. LinkedIn is one of the most important social media channels for the relationship building among professionals (Von Rosen, 2012). As empirical research showed, LinkedIn is used for both: companies' professional purposes and personal individuals' aims, therefore it is also relevant for Social Drum to be active on this social media platform. The strategic purpose of the communication on LinkedIn would be to increase the ability to be known, attract Dutch companies and build relationships with them.

Content. Social Drum is already promoting itself on LinkedIn in English, therefore only some improvements in communication are needed. As most of respondents revealed that they like communication in groups on LinkedIn, thus it is important for Social Drum to participate in such groups' activities. One of the options for Social Drum would be to create its own international group, where professionals would be able to discuss social media

marketing issues. However, there are at least 3 international groups that discuss social media topics and have more than 700,000 members: “Social Media Marketing”, “Social Media Marketing 2.1”, “Social Media Marketing and Measurement”, thus it is recommended for Social Drum to join one of these groups, initiate discussions and actively participate in it. The most important messages that should be highlighted in LinkedIn groups’ communication are: *“Social Drum employees are social media marketing professionals”, “Social media profile administration service of Social Drum has a high quality”, “Social Drum is a creative social media marketing agency”*.

Tactics. All employees of Social Drum would be encouraged to join discussions and initiate it. As all groups on LinkedIn were transformed into private groups at the end of September, therefore it is important to send membership requests, in order to become a member of the group. Moreover, it is very important to track changes and news of these groups, in order to be aware of how the discussion developed and not to lose the opportunity to build relationships with other professionals and potential clients. To increase brand awareness on these groups, it is recommended to communicate in it at least once per week. It is also recommended to activate LinkedIn text ads that would be related with the most important content of Social Drum (blog, types of services) once per week.

- YouTube

Relevance. YouTube is an inseparable part of online video marketing and it has a positive effect on company’s web traffic (Miller, 2011). According to the empirical research, YouTube is one of the social media channels that is used by some of the potential clients for marketing aims in the Netherlands. Moreover, some of the respondents also use YouTube for their personal aims, thus it is important to be visible on this social media channel by creating an active and playful account and posting videos related with the activities of Social Drum.

The strategic purpose of having a YouTube account is related with brand awareness creation and traffic generation to the official website.

Content. Most of the videos could be focusing on providing relevant information for potential clients about services that Social Drum offers. This would include the benefits of having social media marketing services of Social Drum. Some of the videos would be webinars about advertising possibilities for businesses on social media channels. Other videos would be created for viewers' fun, for example various types of Social Drum public activities, like participation in conferences or advertising contests, funny viral campaigns. The most important factor that is important for YouTube is to show creativity, therefore the most important message for communication should be highlighted: "*Social Drum is a creative social media marketing agency*".

Tactics. Videos that are going to be published on YouTube would be created by the professional video production agency and by Social Drum employees, who would create amateur type videos using their own smartphones or cameras and drones. All published videos would be also shared on Facebook, Twitter or LinkedIn profiles of Social Drum to increase a number of views and achieve brand recognition. To ensure the improvement of Social Drum brand awareness, larger number of views and higher rate of traffic generated to the official website, it is recommended to publish a video at least twice per month.

- Pinterest

Relevance. Pinterest social media platform is like a "virtual pin board" where users collect ideas, find inspiration and follow other members (Evans Carlo, 2011). This social media channel is also becoming a popular search engine, which has advertising opportunities for businesses (Evans Carlo, 2011). Pinterest allows businesses to promote their pictures and list it at the top of boards (Evans Carlo, 2011). As the empirical research revealed, some of the potential clients use Pinterest for their marketing purposes. Moreover, Pinterest is also

used by some of the competitive companies of Social Drum in the Netherlands, thus it is important to keep up with competitors and social media market trends and create an account on this social network. The strategic purpose of having Pinterest account is related with the brand awareness creation and the brand recognition of Social Drum.

Content. Most of the photos that appear on the Pinterest board of Social Drum could be shared from the other users. This would include tips or “how-to” type photos about social media, for example, “How to create a successful social media strategy” or “11 things you should stop doing on social media”. Some of the “how-to” type photos would be also created by Social Drum employees. Messages that are going to be highlighted in the communication on Pinterest are: *“Social Drum is a creative social media marketing agency”, “Social Drum can increase the amount of fans in client company’s social media profile”, “Social media profile administration service of Social Drum has a high quality”.*

Tactics. All employees of Social Drum would be encouraged to pin photos related to the social media or create it by themselves. Original photos published by employees would be created leading the suggested requirements of Pinterest: 736 pixels wide and adjustable size of high from 900 to 2100 pixels. To ensure brand awareness and popularity among other social media marketing agencies on Pinterest it is recommended to ensure daily communication on this social media channel and pin photos at least once per day. It is also recommended to create and publish unique photos by Social Drum at least once per week. Currently promoted pins (photos) are available only in USA, therefore there is no possibility to promote photos in the Netherlands. However, it is expected that soon promoted pins will be introduced to Europe, therefore they will be used by Social Drum as soon as introduced to the market.

- Instagram

Relevance. Instagram became that social media channel, where people come to understand the brand or company before purchasing an item or buying services from it (Zeckman, 2014). Instagram, which is now owned by Facebook, introduced ad possibilities in September, 2015, and allows businesses to buy photo, video or carousel type ads that appear on users news feed. As empirical research revealed, Instagram is used by some of the potential client companies for advertising and by some respondents' individually. Thus, the strategic purpose of having and managing Instagram account of Social Drum is related with the creation of brand awareness for the Dutch market.

Content. Social Drum already has Instagram account, where it communicates in English, thus only some improvements in this social media channel are needed. Firstly, there is a need to publish photos everyday, since Instagram is assumed to be a daily photo calendar. To accomplish this need, it is very important to make as more photos of the company's life as possible. Some of the photos could also be used from other social media channels of Social Drum, where it publishes viral type visuals or popular thoughts about social media. Moreover, it is very important to add a meaningful message about that photo and select suitable hashtags, in order to increase photo visibility. Even though Instagram ads are more powerful for companies that offer goods, but permanent ad activation for Social Drum would ensure brand awareness improvement in the Netherlands. The most important message that should be highlighted in the communication on Instagram is: "*Social Drum is a creative social media marketing agency*".

Tactics. All employees of Social Drum would be encouraged to participate in the creation of daily photo calendar on Instagram. However, mostly marketing intern of Social Drum would be responsible for publishing these photos and adding meaningful messages together with hashtags and emoji symbols. It is very important to use these hashtags on a

daily basis together with Instagram photos of Social Drum: #SocialMedia, #SocialMediaMarketing, #SocialMediaAgency, #SocialDrum. The intern would be also responsible for the following Dutch people on Instagram, in order to increase brand awareness and attract more followers to the Social Drum profile. It is also recommended to activate Instagram ad once per week and set it in such a way that it would appear on the Dutch people news feed.

Money

The part of money provides relevant information about the approximate budget for the online marketing communication plan of Social Drum for the time period from 01/06/2016 to 01/06/2018. Investments into online media channels are provided after the analysis of a previous budget for online marketing and prices of current ads. Online media channels and monetary evaluation are provided in the table 13. Detailed budget allocation through the whole timeline is provided in form of Gantt chart, which can be found in Appendix 2.

Table 13

The Budget of an Online Marketing Communication Plan for Social Drum in the Netherlands

Online communication channels	Description	Planned budget in Euros
Website	Establishment of English and Dutch versions. Maintaining and updating.	1,500 EUR
Blog	Photography buying, maintaining and updating.	625 EUR
Search Engine Optimization	Monthly optimization is for 400 EUR.	10,00 EUR
Banner ads on Nu.nl	Rectangle shape (300x250 pixels) side banners on social media news section.	7,600 EUR
Newsletters	MailChimp services	750 EUR
Facebook	Content creation, photography buying, ads activation twice per week.	3,500 EUR
Twitter	Content creation, photography	400 EUR

	buying, promoted tweets activation once per week.	
LinkedIn	Content creation, photography buying, communication in groups, text ads buying once per week with 50x50 image.	1,000 EUR
YouTube	Professional video content creation by professional video agency, Social Drum online webinars.	13,500 EUR
Pinterest	Photography buying, photo design, maintenance, communication.	1,250 EUR
Instagram	Photography buying, photo design, maintenance, ads activation once per week.	2,250 EUR
Total		42,375 EUR

Measurement

It is crucial to evaluate the effectiveness of suggested online marketing plan. In order to evaluate how successful online marketing communication plan was, it is important to create a measurement system. Key performance indicators (KPI) will be used to the different online marketing channels, therefore table 14 represents measurement techniques and key performance indicators that will be used as a guide to measure the effectiveness of performance on different media channels.

Table 14

Measurement Techniques and KPIs

Online marketing channel	Measurement techniques	KPI
Website	The amount of visitors per day	60 visitors per day
Blog	Number of visitors who clicked on blog section	20 visitors per day
Search Engine Optimization	The amount of visitors who visited the website or blog from search engine.	40 visitors per day to website 15 visitors per day to blog
Banner ads	The amount of visitors who visited the website by clicking on a banner ad	75 visitors per day
Newsletters	<ul style="list-style-type: none"> The amount of newsletter receivers that opened the email The amount of newsletter receivers that clicked on a link in the email 	It is expected to have at least 300 people that would subscribe Social Drum newsletters per year. Thus it is likely that at least 100 of them

		would open an email and 20 of them would click on a link.
Facebook	<ul style="list-style-type: none"> • The amount of visitor who visited the website by clicking on Facebook ad • The amount of people that click “like” on Facebook’s profile per week (followers) • The amount of engagement (likes, shares, comments) per one post 	<ul style="list-style-type: none"> • 100 visitors per week • 20 new followers per week • 20 likes, shares, comments in total for one post
Twitter	<ul style="list-style-type: none"> • The amount of visitors who visited the website by clicking on Twitter ad • The amount of people that started following Twitter’s profile per week • The amount of engagement (likes, comments, re-tweets) per one post 	<ul style="list-style-type: none"> • 50 visitors per week • 15 followers per week • 10 likes, shares, comments in total for one post
LinkedIn	<ul style="list-style-type: none"> • The amount of visitors who visited the website by clicking on LinkedIn ad • The amount of people that started following LinkedIn’s profile per day • The amount of interactions in total per one post (likes, comments, shares) 	<ul style="list-style-type: none"> • 100 visitors per week • 8 followers per week • 10 likes, shares, comments in total per one post
YouTube	<ul style="list-style-type: none"> • The amount of visitors who visited the website by clicking a link below a video • The amount of views for one video per week 	<ul style="list-style-type: none"> • 20 visitors per week • 400 views per week for one video
Pinterest	<ul style="list-style-type: none"> • The amount of visitors who visited the website by clicking a link below a photo • The amount of people that started following Social Drum Pinterest profile per week • The amount of re-pins (shared photos) made from Social Drum Pinterest profile 	<ul style="list-style-type: none"> • 70 visitors per week • 10 new followers per week • 100 re-pins per week
Instagram	<ul style="list-style-type: none"> • The amount of visitors who visited the website by clicking on Instagram ad • The amount of people that started to follow Social Drum Instagram profile per week • The amount of engagement (likes, comments) in total for one post 	<ul style="list-style-type: none"> • 100 visitors per week • 20 new followers per week • 100 likes and comments in total for one post

Conclusions

1. In the part of situation analysis, company's external and internal environment was analyzed in detailed. The most important findings from the analysis are the following:
 - Despite the fact, that company's current resources are low and position in the Netherlands social media marketing market is not well established, but there are lots of opportunities to expand, grow and spread the awareness about the company and its services. The company has many competitive advantages that may help to establish a stronger position in the market: company's employees are social media marketing experts that have more than 6 years international experience, the company also has many well known international clients and Social Drum services have one of the lowest prices in the market.
 - The analysis of social media advertising market revealed that the whole social media is rapidly growing. Moreover, the number of marketing opportunities on different social media channels increasing, therefore businesses' fascination about it is growing and more and more companies desire to promote themselves on social media channels.
 - Despite that most of local competitors in the Netherlands have higher turnovers and more employees, but they are performing weaker on the majority of social media channels, while Social Drum has already established stronger positions on some of networks.
 - PESTEL analysis revealed that mostly social and technological factors affect the whole social media market.
 - SWOT analysis helped to assess that the company has a lot of meaningful and strong resources, however it still has a lot of space where it can improve. As Social Drum is a young company in the market, it has many weaknesses, related with low brand

recognition and lack of workforce. However, there are many opportunities that can be exploited. Since the market size for social media advertising services in the Netherlands increased, therefore Social Drum has to expand online marketing communication plan to attract new customers and increase the awareness of the brand. The company should also not miss the main threat of increased competition in the Netherlands, in order to become a strong market player.

2. Conducted empirical research helped to draw the following conclusions:
 - Empirical research showed that Social Drum decision to promote itself on online marketing channels is tactical and meet the market needs.
 - Despite the fact that most of respondents' companies do not use social media profile administration service, but all respondents see many benefits of having an agency that would be responsible for companies' social media profiles. These benefits are: professionalism, time saved, less workload for employees and creativity.
 - The research also revealed that the most important factors that would encourage companies to buy social media profile administration services are time saved and a good quality and price ratio.
 - Respondents also helped to identify the main social media channels where their companies promoting itself. These channels include Facebook, LinkedIn, Twitter, Pinterest, Instagram, YouTube. The same channels are also important for the individuals' use, because they are spending most of their free time on it. Respondents also indicated that they read a blog content of their followed brand and actively participate in group discussions. Despite this, they try to avoid newsletters and banner ads, because most of them are not targeted to them and distract their attention.
3. After the analysis of empirical research managerial solutions were created. The main conclusions about managerial solutions are the following:

- The target market for social media profile administration service are B2C, B2B and B2P companies that do not use this service and manage profiles internally and those that have been using this service. Main decision makers are these companies' CEOs or marketing directors who make a final decision about buying social media services.
- The main objective for an online marketing communication plan of Social Drum was created: to move all potential clients of Social Drum through all stages of AISDALSLove model in order to create the awareness of social media marketing services in the Netherlands, achieve the level of sales similar to Lithuania's and outperform local social media marketing agencies in terms of quality and price ratio.
- Suggested online marketing channels are: official website of Social Drum (establishments of English and Dutch versions), blog, search engine optimization, newsletters, banner ads on nu.nl website, Facebook, Twitter, LinkedIn, Pinterst, Instagram, YouTube. These online channels should highlight the main communicational messages of Social Drum, which would help to create brand awareness and attract new clients.
- The budget for the whole online marketing plan in the Netherlands was created for the time period of 01/06/2016 to 01/06/2016. Recommended investment into the marketing plan is 41,584 Euros.
- In order to evaluate the effectiveness of suggested online marketing communication plan, measurement system was provided. Success could be evaluated by comparing achieved results to the established key performance indicators (KPIs) for each marketing channel.

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Appendixes

Appendix 1

Respondents' Answers Matrix

Question	Respondent 1 from Kikke Spule	Respondent 2 from Bolas Underwear	Respondent 3 from Unilever Netherlands (Dove brand)
1. Who determines the social media strategy and tactics in your company (CEO, Marketing Director, Social Media Director etc)?	CEO.	Me (CEO).	Marketing director.
2. How is the social media strategy integrated into the rest of your company's communication strategy?	It is the other way around. Our communication strategy influences our social media strategy.	It is very important for us to show our production visually and increase the awareness about it so it is mostly related with brand awareness.	Well, I don't know that much about other brands' of Unilever marketing communication strategy, but what concerns Dove, it is well integrated by using Facebook.
3. According to you, what social media marketing agencies are the most famous in the Netherlands?	Actually I don't know a lot about them. But I heard about MEC.	I don't know which of them are the most famous or the best, but I've heard about iProspect and MEC.	Social2B, iProspect.
4. Are your company's social media profiles managed internally (by company's employees) or externally (by using social media marketing services) and why?	Currently they are managed internally, but we are not happy with the results and overall performance, so now we are searching for a social media agency.	Profiles are managed internally, since the company's employees have the best awareness about targeting and other marketing strategies.	Externally, because marketing employees usually are too busy for it, moreover Dove brand is international so the social media marketing company is responsible for this brand communication not only in the Netherlands.
Follow-up 1- What are the reasons that would encourage your company to buy social media marketing services?	The number one reason would be if the company would clearly state that it could provide us with reasonable	Reasonable offer regarding prices.	Experience and successful current projects.

	price.		
Follow-up 2 - In your opinion, what are the main benefits of hiring a social media agency that would be responsible for your company's social media profile?	These people are experts at what they do. Not only would it take away the burden from some of our company's employees and they could do the jobs they are meant to do, the quality of services would also be incomparable.	Less workload for employees, ability to focus on other and more important tasks. Also professionals from the social media agency know the specifics better.	Well I think they are professionals and they know all the trends and what is working for what.
Follow-up 3 - What future do you see for social media marketing agencies?	Bright. As popularity of social media is growing at a seemingly exponential rate, demand for such companies should also be growing at a similar rate.	I guess social media agencies should only grow larger as the importance of all social media profiles is inevitable nowadays.	Of course good future. Since we are buying such services and we know how much money they earn. So taking this into account I think those companies' future will be successful.
5. Please describe your company's strategy regarding the use of social media. Is the strategy more focused on sales, brand image, traffic or something else?	There is actually no strict strategy. But of course everything was created in order to increase the brand awareness and boost sales.	Company's social media strategy is focused mostly on increasing brand awareness and positive brand image creation. Active communication with customers is supposed to increase the buying capacities and therefore revenues for the company.	Sales of course. Brand is already well known, so the most important thing for us is to increase sales.
Follow-up 1 - How does your company measure the effectiveness of social media profile at obtaining these outcomes?	Basically: the more people visit our website via Facebook, the bigger chance of a potential client being interested in our production.	Since we are quite small company so effectiveness is measured by amount of followers and their activities on our profile. And probably the correlation between new followers and increase of sales.	Mostly we measure the effectiveness through sales that are related to the posted content on Facebook.
6. How important is it	All of the	It is extremely	Very important.

<p>for the message over social media to be adapted to the local culture and what specific adaptations are the most important (language, cultural norms, target audience norms etc)?</p>	<p>mentioned factors are important, however language would be the top priority in my opinion.</p>	<p>important to adapt it to local customers' preferences and culture. But since we are targeting broader group of audience, so we communicate mostly in English, so I guess it is mostly important to communicate in the language that your followers on social media can understand. So in this case language is the most important feature.</p>	<p>Dove's communication through social channels is adapted to different languages and cultures.</p>
<p>7. Which social media channels your company uses?</p>	<p>Facebook and Twitter</p>	<p>Facebook, Twitter, Instagram.</p>	<p>Facebook is used for Dove's brand, but I am pretty sure that not only Facebook is used for other brands of Unilever.</p>
<p>Follow-up 1 - Which of them are used mostly and why?</p>	<p>Both of them we are using a lot. Well I guess that these are the most powerful social media channels, that's why.</p>	<p>All of them are used equally, but little more attention probably is given to Facebook, since our target audience is here.</p>	<p>Facebook. Because most of the people that are buying Dove's products are using Facebook.</p>
<p>Follow-up 2 - Which social media channels does your company find the most effective and why?</p>	<p>Our company finds Facebook more effective, because here we have more followers than on Twitter.</p>	<p>Facebook and Instagram. Because it is easier here to attract followers and potential customers. Sadly, but communication on Twitter is not working so well, since we do not have that many followers here.</p>	<p>Facebook. It is the only channel used for Dove's brand in the Netherlands so it is the most effective.</p>
<p>Follow-up 3 - Are the different social media channels more effective in different strategic outcomes (sales, brand image, traffic)?</p>	<p>It is hard to say, since we are creating similar or the same content for both social media profiles.</p>	<p>Facebook works better for traffic creation to our official website.</p>	<p>We are not using other social media channels for Dove's brand.</p>

<p>8. According to you, what are the most popular Dutch websites (entertainment, news, business)?</p>	<p>I would say Telegraaf.nl.</p>	<p>Telegraaf.nl. For men also mobile.de</p>	<p>I prefer American websites entertainment and news websites, but in the Netherlands I like nu.nl.</p>
<p>9. In which social media channel you personally are spending most of your time and why?</p>	<p>Facebook on free time and LinkedIn when I need to find relevant contacts.</p>	<p>LinkedIn, when it comes to more professional life and Facebook when it is related with friends, leisure time activities.</p>	<p>Facebook, because all my friends are there. Also I check Instagram few timer per day.</p>
<p>Follow-up 1- In which social media channel you are following the largest number of companies and brands? Why?</p>	<p>LinkedIn. Because on LinkedIn companies post more relevant information which is more actual to me.</p>	<p>Instagram. I like the visual way of communication.</p>	<p>Facebook. Because I want to be updated about the news, discounts, special offers.</p>
<p>Follow-up 2 – What mostly do you like about being a member of various groups on social media channels (LinkedIn or Facebook)</p>	<p>That you can be updated about the things you care and that you can participate in discussions.</p>	<p>Many years ago I stopped being an active member in such groups. Now I have no time for these things.</p>	<p>There are a lot of good things about it. But I guess the most important is that you can feel as a part of group of people that are interesting in the same thing as you are and this is nice because you can communicate with them.</p>
<p>Follow-up 3 – Do you read a blog content of your followed brands or companies (if they have it)? Why? What do you mostly like from it?</p>	<p>Yes. Because I am interested in their opinions and current activities.</p>	<p>Sometimes, if the topic is relevant.</p>	<p>Sometimes, if it has eye-capturing headline.</p>
<p>10. How you are reacting to banner ads? Why?</p>	<p>Most of the time negatively. Because usually I am not interested in the things those things that are offered to me.</p>	<p>I try to ignore them, but eventually they still get my attention. Probably because of the bright colors they are using and screaming headlines about discounts, best offers or something similar.</p>	<p>It is annoying and distracts me when I am doing something very important.</p>

11. How you are reacting to newsletters? Do you read it and why?	Usually negatively. And I am trying to reduce the number of flowing newsletters all the time.	No, because I get too many of them.	Sometimes. It depends on the mood and the company which is sending it.
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Question	Respondent 4 Friesland Campina (Optimel brand)	Respondent 5 from Philips Lighting	Respondent 6 from Booking.com
1. Who determines the social media strategy and tactics in your company (CEO, Marketing Director, Social Media Director etc)?	Marketing Director together with the whole marketing team.	Marketing director together with the social media agency.	Currently the brand teams motivations – they will determine it based on their execution strategy for the year. Where they will launch the brand and within which market, etc.
2. How is the social media strategy integrated into the rest of your company’s communication strategy?	Other Friesland Campina’s brands are using more social media channels such as Twitter and LinkedIn, so social media is integrated into the whole company and its brands.	Social media is inseparable part of the promotion, it is everywhere and all the news of our production and company are posted on social media channels.	It is well integrated into the whole company and all aspects of promotion.
3. According to you, what social media marketing agencies are the most famous in the Netherlands?	A Friend of Mine, MEC.	There are lots of them, iProspect, MEC, Brand Ambassadors, Add to Friends.	I’m unaware of a very famous agency in the Netherlands actually. Fortress is one, but they are mostly focused on campaigns.
4. Are your company’s social media profiles managed internally (by company’s employees) or externally (by using social media marketing services) and why?	Internally. Because we have the whole team working with this brand so there is no need to outsource such services.	Externally but with daily collaboration with our marketing team. Because our marketing department is too busy for daily maintenance of all social media channels. However, they are providing	They are being administered internally – although brand campaigns are created and often executed by our brand agency. This is performed namely due to time to execution and to ensure everything is

		ideas and its implementation. The company that is managing our social media profiles works with visual content and strategy implementation.	rapid from brief to executing the campaign on social.
Follow-up 1- What are the reasons that would encourage your company to buy social media marketing services?	Good question, probably better quality of the content than ours.	Reasons of buying this service were time consumption and their passion to the social media. They knew how to do it and they showed how successfully they are managing.	<p>I think it is mostly association with the brand. We often see agencies try to publish content from other brands, but the fact that there is no brand association causes it to feel unlike the brand. This and the way that often posts can be too “corporate” are a reason we are stepping away from using agencies for the more organic/boost content on social.</p> <p>No alignment also internally with other content stakeholders is another –there is often a lot of content internally that can be used from different departments (e.g./ business services, hr, etc.) but often this type of storytelling is left out when performed externally.</p>
Follow-up 2 - In your opinion, what are the main benefits of hiring a social media agency that would be responsible for your company’s social media profile?	Saved time, increased number of fans.	Time consumption, source of new ideas, strategy implementation.	Time to execute and likely value for money. If there were an agency that was involved in design, creation and also tightly integrated within the

			company's culture then this would be interesting.
Follow-up 3 - What future do you see for social media marketing agencies?	Good future. This business is growing.	Successful. Look at this type of business! It is on the top.	<p>I see analytics as playing a major role in social media marketing services. This alongside strong alignment within company culture and the brand.</p> <p>I also see social advertising (and once again the analytics reporting this) in particular coming up as one of the main components for brands to use social marketing services.</p>
5. Please describe your company's strategy regarding the use of social media. Is the strategy more focused on sales, brand image, traffic or something else?	Strategy is related with brand awareness and sales.	All possible strategies. Sales boost, traffic to our website, brand image.	<p>The strategy is two-fold at Booking.com: One part is solely very upper funnel and awareness based. This involved brand posting and messaging on various social media channels. The social media channels also follow where Booking.com has launched brand campaigns – and if there is a strong usage of social media within that market.</p> <p>The other part of the strategy is experimentation with ad campaigns. This means using the channel to see if A/B testing can be</p>

			performed (often with 80% exposed and 20% control splits) to see if there are uplifts within particular thing – like if link page post ads on Facebook for instance bring any real value with bookings or another type of conversion, such as traffic.
Follow-up 1 - How does your company measure the effectiveness of social media profile at obtaining these outcomes?	By engagement of followers on our profile. Also by an increase in sales.	Usually by the increase in sales after a particular ad on Facebook release.	Strong analytical component within the company; we look at various metrics in diverse social channels to measure success, whether it is clicks, visitations – often in fact implementing a pixel to measure attribution over a 30 day period, as we often see on social media people coming in 30 days after clicking on an ad and then booking a hotel or accommodation.
6. How important is it for the message over social media to be adapted to the local culture and what specific adaptations are the most important (language, cultural norms, target audience norms etc)?	Extremely important. Our brand communication is adapted to the Dutch market. We create content in Dutch, all our jokes are mostly understood by Dutch people and so on.	Very important. Language should be adapted to the country where you are promoting something. It should be understandable for everybody.	Absolutely important – local relevancy is important, as well as local events etc. There are needs to be brand association for people and social is a great place for people to become involved with a brand by seeing that it actually recognizes them.
7. Which social media channels your company uses?	Only Facebook.	Facebook, Twitter, LinkedIn, YouTube.	We use a wide variety: Facebook, Twitter is our focus, but we

			also have – Pinterest, YouTube, Google+, Weibo, WeChat, Naver, LinkedIn, Instagram.
Follow-up 1 - Which of them are used mostly and why?	Facebook. Because our target customers (young families) use this social channel. And we can put all our attention to one profile without distractions on other sites.	All of them equally important for the company and equally managed.	Facebook and Twitter
Follow-up 2 - Which social media channels does your company find the most effective and why?	Facebook. All our marketing specialists are experts of Facebook, its usage and ads.	Facebook and Twitter. The number of followers shows it.	Facebook – in terms of communication but also ad effectiveness.
Follow-up 3 - Are the different social media channels more effective in different strategic outcomes (sales, brand image, traffic)?	We use only one social media channel – Facebook.	Yes. Facebook is for the traffic and sales. LinkedIn is for more professional and technical content.	Absolutely: Facebook tends to be king of the hill though. Visitation and brand images are very effective on that channel. However simply due to audience the other channels are interesting, for instance PR tends to be focused on Twitter, Youtube acts as a great repository for videos, Wechat is fantastic to perform customer care and one on one communication with Asia.
8. According to you, what are the most popular Dutch websites (entertainment, news, business)?	Dutchnews.nl, telegraaph.nl, nu.nl	Nu.nl, nos.nl. I don't know a lot about it. I prefer international websites, not local.	NOS.nl for news, nu.nl for news, entertainment wise I have to admit I don't often end of browsing that much in Dutch websites

			themselves. Often end up going to international sites (e.g. BBC, etc.)
9. In which social media channel you personally are spending most of your time and why?	Facebook, Pinterest and Instagram. I love to follow interesting people on Instagram, Facebook is for basic communication and Pinterest is for new ideas and inspiration.	Twitter and LinkedIn. The use of social media I relate with professional life more than lifestyle.	Interestingly although I'm very active on work I'm more a follower on both Twitter and Facebook. Using them regularly to follow friends and family. Twitter I mainly use to follow news, deals and anything last minute breaking. Instagram I tend to use more now to post social images, etc.
Follow-up 1 – In which social media channel you are following the largest number of companies and brands?	Instagram, Pinterest.	LinkedIn.	Facebook
Follow-up 2 – What mostly do you like about being a member of various groups on social media channels (LinkedIn, Facebook)	Probably the fact that you can learn more about others, especially on LinkedIn, where you can communicate with people from the same field as you are.	Mostly I like that I can express myself and say what I am thinking about a specific issue.	The possibility of being a member of a particular group in Facebook or others social media platforms allows sharing information with the community of people who have same interests, habits and mindsets. It helps to reach relevant information easily and follow the newest events or trends.
Follow-up 3 - Do you read a blog content of your followed brands or companies (if they have it)? Why? What	Yes, especially those people that I follow. I love reading their opinions about	Yes, especially if it is related with hot content or comments of news.	Yes I have indeed, if it provides relevancy. TripAdvisor is an interesting example,

do you mostly like from it?	food, fashion and new tendencies.		where they provided an article noting how it is still good to travel even though the Paris attacks happened. These types of interesting articles, which are relevant and insightful are good.
10. How you are reacting to banner ads? Why?	I try not to see them. Usually they are about special offers and I don't care about it. When I need a new dress, shoes or electronic device I can buy it without special offer.	I don't like it. It is distracting my attention.	As long as the ad is very targeted it is fine. More generalized ads tend to be hidden from my newsfeed.
11. How you are reacting to newsletters? Do you read it and why?	Once I was subscribing them, but now I am too busy to read them. So I am just deleting it.	I have no time for it. And I get too many of it.	For deals and any interesting products that may be available.

Question	Respondent 7 from In De Waag	Respondent 8 from Signature Wedding	Respondent 9 from Altran
1. Who determines the social media strategy and tactics in your company (CEO, Marketing Director, Social Media Director etc)?	Everybody together but final decisions are made by the general manager.	Me (CEO/Founder)	CEO
2. How is the social media strategy integrated into the rest of your company's communication strategy?	The whole restaurant's life, news, dishes and special events are showed on social media, so it is quite well integrated into company's life.	All our employees use social media and in their personal profiles they are trying to advertise our company's services. Moreover the whole marketing strategy of the company is mostly related with social media, so it is all around it.	Probably the main strategy is not only about social media. There are other ways we are advertising our company, however it is still integrated into social media.

<p>3. According to you, what social media marketing agencies are the most famous in the Netherlands?</p>	<p>I don't know lots of them. If I am right, I am following A Friend of Mine on Facebook. That's it. I don't know much about it.</p>	<p>MEC? I don't know many of them, since we never outsourced such services.</p>	<p>I don't know any of them, since we never need such services.</p>
<p>4. Are your company's social media profiles managed internally (by company's employees) or externally (by using social media marketing services) and why?</p>	<p>Internally by our employees. Because we need to update information everyday about special meals or offers and usually such information is know on that day, so only our employees can post such information.</p>	<p>Internally. As the company's employees know the industry we are working in and the actual company in a great depth.</p>	<p>Internally. Because our marketing strategy could be implemented by ourselves.</p>
<p>Follow-up 1- What are the reasons that would encourage your company to buy social media marketing services?</p>	<p>Quality and price ratio. And also new and creative ideas on better and more attractive communication.</p>	<p>The idea that somebody could take care of this sort of area more efficiently rather than our company's workers that already without managing social media have other and more important responsibilities as well.</p>	<p>Low price and offered strategy better than ours.</p>
<p>Follow-up 2 - In your opinion, what are the main benefits of hiring a social media agency that would be responsible for your company's social media profile?</p>	<p>Time consumption, less stress for employees, less responsibilities for our own employees.</p>	<p>As being professionals they would know straight away what strategy a company needs and how to reach aimed goals.</p>	<p>New ideas, better experts, quality.</p>
<p>Follow-up 3 - What future do you see for social media marketing agencies?</p>	<p>I assume this business is growing so their future must be prosperous.</p>	<p>I think the future is bright as the last decade the social media importance influence has grown dramatically and seems to be still growing.</p>	<p>It is hard to say. If there will be an increase in such companies that can't manage their social media pages by their own experts, then there will be a rise in social media companies.</p>
<p>5. Please describe</p>	<p>The strategy is</p>	<p>At the moment the</p>	<p>Brand image.</p>

your company's strategy regarding the use of social media. Is the strategy more focused on sales, brand image, traffic or something else?	mostly related with sales when we have special offers for our customers.	company is focusing mainly on its brand image and sales.	
Follow-up 1 - How does your company measure the effectiveness of social media profile at obtaining these outcomes?	By loyal customers and an increase in sales.	The growth in sales is the best index	By traffic to our official website.
6. How important is it for the message over social media to be adapted to the local culture and what specific adaptations are the most important (language, cultural norms, target audience norms etc)?	Very important. If the content is not understood and attractive to your target customers, then you will not achieve your strategy goals.	I think it is important only in those areas where local people don't know other languages, only their mother tongue. However, as we are in the Netherlands everybody understands English, so our posts on social media are in this language and it works quite well. I don't know about other cultural adaptations, probably it depends on the things you are selling and your target audience.	Important. We are trying to adapt posts on social media to our target audience.
7. Which social media channels your company uses?	Facebook, Twitter, YouTube.	All of them. Well of course those most important: LinkedIn, Twitter, Facebook, Pinterest.	LinkedIn, Facebook, Twitter, YouTube.
Follow-up 1 - Which of them are used mostly and why?	Facebook and Twitter. They are essential for daily communication with customers.	Pinterest and Twitter. Because Pinterest represents our works best.	LinkedIn, Facebook and Twitter. We equally divide new content for all of these social pages.
Follow-up 2 - Which social media channels does your company find the most effective and why?	Facebook. Here we have the largest group of followers, largest number of messages and	Pinterest and Twitter. Because on Pinterest we are posting lots of pictures from our	Facebook and Twitter. Despite the fact that we don't have many followers, but in

	<p>comments under our photos.</p>	<p>events and usually the content is very engaging. Twitter account is related with my personal account, so there is a lot of personal content, but it is somehow related with the business so I think people that are interesting in our services like to see something posted from the founder of the company.</p>	<p>comparison with other, these brings better results.</p>
<p>Follow-up 3 - Are the different social media channels more effective in different strategic outcomes (sales, brand image, traffic)?</p>	<p>Well it is hard to say. All social media channels are used to increase brand awareness and sales. However, probably only Facebook and Twitter satisfy such strategy goals, while YouTube is just for fun, to post some videos from our restaurant atmosphere.</p>	<p>Yes definitely. Pinterest is mostly used for brand image and sales, while Facebook or Twitter for traffic.</p>	<p>Hard to say since we are not experts of it. We publish similar content to all our social media profiles, so probably all channels work for the same strategic outcomes: traffics and brand awareness.</p>
<p>8. According to you, what are the most popular Dutch websites (entertainment, news, business)?</p>	<p>Dutchnews.nl, telegraaf.lt</p>	<p>I don't know these statistics, but for me Nu.nl, marktplaats.nl, nos.nl, dumpert.nl.</p>	<p>Nu.n, telegraaf.ln</p>
<p>9. In which social media channel you personally are spending most of your time and why?</p>	<p>Facebook and YouTube. These channels satisfy all my needs. Facebook for friends and YouTube for fun.</p>	<p>Twitter, Pinterest, LinkedIn for different purposes. Pinterest is mostly related with the creativity relevant for my company. Moreover Pinterest allows me on a daily basis to see what our competitors are up to. Twitter I am</p>	<p>Facebook and Twitter. Because most of my friends are there and I love communication style on these platforms.</p>

		using for basic communication and interaction with clients and friends. LinkedIn is for professional aims.	
Follow-up 1 – In which social media channel you are following the largest number of companies and brands?	Facebook.	Pinterest and Twitter.	Facebook and Twitter.
Follow-up 2 – What mostly do you like about being a member of various groups on social media channels (LinkedIn, Facebook)	Sharing ideas with others. I love cooking groups on Facebook where you can share your recipes and discuss cooking process.	Personally I like LinkedIn groups, because there you can find relevant contacts of people who are thinking like you.	Discussing relevant issues with that area professionals is the best thing about it. Also you can learn more about that group founders, because mostly they initiate most of discussions.
Follow-up 3 - Do you read a blog content of your followed brands or companies (if they have it)? Why? What do you mostly like from it?	Not really. Personal opinions seems like comments under some articles and I am not interested to this.	Yes. Especially in a competitive companies' websites. It is important for me to know what they are up to, what are their thoughts, ideas. Also I read a blog content, which is not related with my business, for example economics or travel.	Yes. Of course I don't have a lot of time for it, but if it is about opinions of current event, it is always interesting to read.
10. How you are reacting to banner ads? Why?	Trying to avoid them. For sure they are eye catching, but the information showed on them is not relevant to me.	They tend to be quite annoying. As most of the time they just distract me from whatever my original intention was to do on a website.	I hate it, honestly. There is nothing special about it and these marketing tricks are annoying.
11. How you are reacting to newsletters? Do you read it and why?	Same as to banner ads. It is a waste of time to read them. I did not find a relevant information in it.	Very briefly. As I am not interested in their offers, but I am interested in the fact that they do offer at the minute.	Well I get hundreds of it, but I don't read it. I have no time for it and usually the content is not interesting to me.

Question	Respondent 10 from Expatax	Respondent 11 from AIESEC Netherlands
1. Who determines the social media strategy and tactics in your company (CEO, Marketing Director, Social Media Director etc)?	CEO	This function would be comparable to marketing director.
2. How is the social media strategy integrated into the rest of your company's communication strategy?	As you see it is not very well integrated, but we seek improvements in brand awareness and sales.	I don't know these specifics.
3. According to you, what social media marketing agencies are the most famous in the Netherlands?	This area is not explored by me, so I have no answer.	I am not familiar with this field actually.
4. Are your company's social media profiles managed internally (by company's employees) or externally (by using social media marketing services) and why?	Internally and non regularly. Because firstly we thought that it would be the best for us and no one better knows than us what we are doing. But now we are thinking to buy such services since we are not satisfied with the results of some profiles.	Internally. It is managed by students in order to be familiar with the field of marketing while being of use to the organization.
Follow-up 1- What are the reasons that would encourage your company to buy social media marketing services?	Quality, fast customer service, creativity.	Higher results. Reaching more people in the target group, have more effective messages. Also saving on expenses.
Follow-up 2 - In your opinion, what are the main benefits of hiring a social media agency that would be responsible for your company's social media profile?	Time saved is money earned. We are not experts of social media so we understand that what has been done was not totally attractive to the audience.	I would say that the same benefits as I mentioned previously: higher results, more effective messages and saving on expenses.
Follow-up 3 - What future do you see for social media marketing agencies?	It is hard to say because I have very little information about such business, but I think it will be growing since the whole social media is growing so quickly.	Although I am not an expert, but I think the way marketing is performed is changing with the rise of new media and new content. I think agencies will have to become flexible in order to

		quickly changing landscape of media.
5. Please describe your company's strategy regarding the use of social media. Is the strategy more focused on sales, brand image, traffic or something else?	We don't have the exact strategy because our business is related with consultancy for other businesses so mostly the strategy was related with brand awareness incensement.	Sales and branding. Being aware that for a specific problem, our company offers the suitable product.
Follow-up 1 - How does your company measure the effectiveness of social media profile at obtaining these outcomes?	We are not experts of it, so likes, shares and comments were the most important factor for us to see if we are getting more attention or not.	Moderately. In my opinion direct sales is more effective because it is more adjusted to the individual need of the buyer.
6. How important is it for the message over social media to be adapted to the local culture and what specific adaptations are the most important (language, cultural norms, target audience norms etc)?	Very important. Especially if product or services are not international and target group is local people. What concerns our company, we are trying to be more standardized to all businesses in the Netherlands so we are creating content in English	Quite important, as different groups have different preferences of being approached. It also sends out a message. For example even though most of our target group's native language is Dutch, we do marketing in English, as we believe this is a key characteristic of our organization.
7. Which social media channels your company uses?	Facebook, LinkedIn, Twitter.	Facebook, Twitter, LinkedIn, Google+, YouTube.
Follow-up 1 - Which of them are used mostly and why?	Twitter. Because we can publish more professional content which is about our business. And here we have larger number of followers, where most of them are our clients.	Facebook mostly. Also LinkedIn.
Follow-up 2 - Which social media channels does your company find the most effective and why?	Twitter. Because here our communication related with finances finds more reviews and better engagement.	Facebook, as most of our target group uses it.
Follow-up 3 - Are the different social media channels more effective in different strategic outcomes (sales, brand image, traffic)?	Twitter best works for brand awareness and overall information of our services and specialties. Facebook was also created to increase brand awareness and generate traffic to our official website, but it does not bring such	Actually I don't know this information because other people are responsible for the content. But definitely traffic to the official AIESEC website is mostly generated through Facebook and LinkedIn.

	good results as Twitter.	
8. According to you, what are the most popular Dutch websites (entertainment, news, business)?	nu.nl, telegraah.nl	In general geenstijl.nl, dumpert.nl, nu.nl, nos.nl
9. In which social media channel you personally are spending most of your time and why?	YouTube mostly on spare time. I like to find something interesting or funny to watch. Facebook is too much about photos, I am too old for that. And of course I use LinkedIn, but only for professional network aims.	Facebook. It fulfills 90% of my goals on social media. The rest is covered by using LinkedIn.
Follow-up 1 – In which social media channel you are following the largest number of companies and brands?	LinkedIn.	Facebook.
Follow-up 2 – What mostly do you like about being a member of various groups on social media channels (LinkedIn, Facebook)	Mostly I am participating in the discussions on LinkedIn groups about economics and finance, so what I like mostly is that I can hear opinions about it and discuss together.	That I am updated about that area news and that I can learn about other people and where they are working, especially on LinkedIn.
Follow-up 3 – Do you read a blog content of your followed brands or companies (if they have it)? Why? What do you mostly like from it?	Not regularly, but yes. Especially if it is about finances and economics.	Just those focusing on news and opinions, such as CNN, Al Jazeera and De Correspondent.
10. How you are reacting to banner ads? Why?	They are annoying. I am not that person who buys everything when there is a discount, so it is totally not for me.	I try to ignore them mostly. They are not the reason why I am visiting a specific website.
11. How you are reacting to newsletters? Do you read it and why?	Never. I tend to unsubscribe them if I get. I prefer to search information for myself when I need.	No – not of my interest.

Appendix 2

Monthly Budget of an Online Marketing Communication Plan for Social Drum in the Netherlands

Media channel/month	2016						2017												2018						Total (EUR)	
	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5		6
Website	1250				50				50				50				50			50				50		1,500
Blog	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	625
Search Engine Optimization	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	10,000
Banner ads on Nu.nl	1900						1900						1900						1900							7,600
Newsletters	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	750
Facebook	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	3,500
Twitter	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	400
LinkedIn	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	1,000
YouTube		1300		1300		1300		600	1300		600	1300		1300		1300		1300		600	1300			1300		13,500
Pinterest	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	1,250
Instagram	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	2,250
Total by month	3941	2091	791	2091	841	2091	2691	1391	2141	791	1391	2091	2741	791	2091	791	841	2091	2691	1391	2141	791	791	2091	791	42,375