Social media: their role as marketing tools in B2B Marketing

Author: Nicole Busscher
University of Twente
P.O. Box 217, 7500AE Enschede
The Netherlands
n.m.busscher@student.utwente.nl

Supervisors: Dr. E. Constantinides
               Dr. A.M. Von Raesfeld- Meijer

ABSTRACT

The objective of this study is to identify and analyze the role of social media in the business practices of B2B organizations. Especially the use of social media for the marketing practices of B2B organizations is examined. The different stages of the value chain designed by Michael Porter will be used in order to explain the role of social media for several business processes of B2B organizations. Several web based communication tools are analyzed and later on connected to the different stages of the value chain, which results in an adjusted value chain that illustrates for each stage what kind of social media or information technology can be used. This paper made use of a literature review and a case study in order to discover new ideas, relate this research to previous research and to examine whether the assumptions were applicable at the three B2B organizations which were analyzed in the case study. Results showed that various social media tools and information technologies could be used in almost all the different stages of the value chain well. Many of the studies in this area have not researched the use of social media in the different business processes, so for each stage of the value chain, of B2B organizations. Furthermore, the findings are also illustrated in a framework based on the value chain. This research will thus contribute to the limited literature on this issue.

Keywords

Social Media, Marketing, B2B organizations, E-Marketing, Value Chain, Web-based communication tools

1. INTRODUCTION

A new generation of online tools, applications and approaches such as blogs, wikis, online communities and virtual worlds, commonly referred to as Web 2.0 or social media, are increasingly attracting the attention of practitioners and, recently, of academics (Davila, et al., 2003). By introducing and using these new communication tools, businesses face different opportunities and challenges. Wright and Hinson (2008) mentioned that due to the use of social media there has been a change in the way organizations communicate with their employees, customers, stockholders, communities, governments and other stakeholders and therefore social media could have an impact on the business processes of organizations. Many business-to-consumer organizations are already actively making use of social media for their marketing strategies; examples of these organizations are Ford, KLM, ING, NS and T-Mobile (Alarcón-del-Amo, et al., 2011). However, it is still not entirely clear in what way and how much social media applications will change the marketing activities for business-to-business organizations. This research will contribute to the process of identification and understanding possibilities for B2B organizations to make use of social media as marketing tool; in addition the use of social media in other business processes, as they are described in the value chain model of Michael Porter (1985), will be explored. Previous academic research concerning social media in B2B organizations has investigated reasons why social media can be used for B2B marketing (Erdoğmuş & Çiçek, 2012), the usage and barriers of social networking sites for B2B organizations (Howe, 2006) and the role of social media in the buyer-seller relationship (Meier & Stormer, 2009). Furthermore, the advantages of social media marketing (Vance, et al., 2009), the role and possibilities of social media in the sharing and creation of customer information and knowledge from the perspective of innovations of B2B organizations (Berthon, et al., 2003) and some web-based communication tools to reach buyers directly are examined (L.-T. Chen, 2013). However, there is only limited research done which focuses on the role of social media in B2B marketing. It is obscure how social media can be used in B2B marketing and in the other business processes, and for that reason of nescience, B2B organizations cannot benefit yet from social media.

Hence, there is yet no clear and common understanding of how social media can play a role in the marketing and other business processes, such as firm infrastructure, HRM, technology development, procurement, inbound logistics, operations, outbound logistics, sales and service, of B2B organizations and therefore this paper will cover the above stated research gap of the existing literature. It is quite unique, because it has not been performed frequently in the existing literature, that this paper analyzes, explains and later on illustrates for each stage of the value chain what kind of social media tools can be used and this leads to a clear overview for B2B organizations that want to use social media for their business activities. The lack of a clear understanding will be addressed, in order to identify how social media can play a role in the marketing and other business processes of B2B organizations, by focusing on the motives and barriers of the use of social media in B2B marketing and the ways social media can be used by industrial marketers in the different stages of the value chain (Steyn, et al., 2010). A new framework, based on Porter's value chain (1985), will be included, and this framework illustrates how social media can be used in the different business processes by organizations in the B2B business environment. B2B organizations have with the help of the framework a clear overview of the possibilities of the use of social media in their organization and these organizations can use this model when implementing a social media strategy.

The importance of the use of social media in business models is emphasized by Chen (2009) and therefore this paper will incorporate social media in the value chain designed by Porter. The purpose of this research is to identify the role of social media in mainly the marketing, but also in other business processes of B2B organizations based on Porter's value chain.

With regard to this research about the use of social media in the business processes of B2B organizations, the following research question is formulated:

"What is the role of social media in the marketing and in the other business processes of B2B organizations based on Porter's value chain?"

The paper is structured as follows. The paper starts with some background information about B2B marketing, social media in general, and about social media marketing. It then examines the motives and barriers of industrial marketers to engage social media as marketing and communication tools, different web-based communication tools are explained and the possibilities for industrial marketers to make use of social media in the different stages of the value chain are discussed. A new framework based on the value chain of Porter (1985) will be introduced which incorporates the role of social media in all the different stages of the value chain. Thereafter, three cases are present in order to identify how the practitioners in the B2B business environment use social media in relation to the new introduced theoretical framework. The case study is followed by a discussion part which links the results of the case study to the new proposed theoretical framework and which will include the relevance of the study. Thereafter, the limitations and suggestions for further research are discussed. Finally, findings and conclusions are made.

2. BACKGROUND

Marketing can be categorized in Business-to-Business (B2B) and Business-to-Consumer (B2C) Marketing. B2B Marketing concerns the marketing of goods and services to organizations by creating profitable, value-oriented relationships between the organizations and the various individuals working for these organizations (H. G. Lee, et al., 1999; Thun, 2010). Marketers in the business market focus on few customers and use sales processes that are much larger, more complex, and more technically-oriented. Furthermore, in B2B marketing the buying organization has great power and the two organizations are very interdependent (Thun, 2010). In contrast, B2C Marketing focuses on an individual consumer instead of an organization as customer and is related to selling and exchanging products or services between companies and consumers (Brennan, et al., 2010; Noble & Parkinson, 2005).

The use of social media is, in the past few years, increasing. Constantinides and Fountain (2008) found that social media is a new step in the development of the increasing use of Internet for the marketing practices. Hence, social media will become more interesting for the marketing activities of businesses. Kaplan and Haenlein (2010) have formulated social media as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content" (p.61). Two important elements of this definition are 'Web 2.0' and 'user generated content'. Web 2.0 refers to Internet platforms where users can interactively participate in and user generated content encompasses the possibilities in which people may use social media (Chan, et al., 2010). Through social

media, there is a lot of online communication where people and also businesses can generate content and share that content.

Social media marketing is defined in the Cambridge Business English Dictionary (2013) as the "methods for advertising products, services, or brands using the Internet, by attracting the interest of groups of people who discuss them, make suggestions about them, etc. online". In addition, Hersant (2011) revealed that social media marketing is about "targeting specific customers and engaging them with something that is direct, memorable and meaningful to them" (p.21). These definitions show that social media marketing is actually concerned with online advertising and branding in order to draw some attention to individuals or organizations which can start the public discussion and organizations can, moreover, through social media marketing better target and engage specific customers for advertising and branding.

The scientific relevance of this research can be found in the contribution to the process of identification and understanding the role of social media in the business practices of B2B organizations and the findings will be incorporated in Porter's value chain. In addition, this research directly examines to what extent the adjusted value chain is corresponding with the social media practices of three large B2B organizations by making use of a case study. The outcome of this would be interesting and could therefore be strengthen by additional research.

3. METHODOLOGY

This research is conducted in order to identify the role of social media in mainly the marketing, but also in other business processes, as they are defined in the model of Porter, of B2B organizations.

In order to identify the role of social media in the business practices of B2B organizations, this paper analyzes the current literature concerning social media in the B2B market and links the data to the value chain of Porter. The value chain of Porter is chosen because the model is comprehensive and includes the most important business processes. A framework based on the value chain is introduced in which the social media activities per stage are included.

Concerning the competition in the B2B business environment, organizations need to distinguish themselves and need to monitor their business strategy more closely to assess whether it is profitable (Michaelidou, et al., 2011). Currently, it is for B2B organizations even more important to focus on brand value, business relationships and loyalty and social media can be applicable and used in pursuing these ideals (Callebaut, 2011). Besides that, social media can be used at relatively low costs, and especially in periods of crisis, social media only yields more benefits for the B2B organizations (Vance, et al., 2009). For these reasons, the paper has practical relevance for the B2B organizations.

This paper is based on a literature review and a case study. A literature review is chosen to conduct in order to develop useful data, discover new ideas, relate this research to previous research and to learn from experiences and findings of other researchers. In addition, a case study is included as well as it provides an added value through directly examining the findings, from the literature review, in practice. It is a good method to challenge and to illustrate the theoretical assumptions. For the literature review are a large number of articles analyzed and concerning the decision whether the articles are appropriate to use, the year of publication, the journal and the abstract of the articles are examined in first instance. In addition, a case study based on three B2B organizations which all make to a certain extent use of social

media for their business practices is performed. The three organizations that are analyzed are Deloitte, Boeing, and Intel. By using a checklist based on the adjusted value chain of Porter, the three organizations were analyzed in the same manner in order to get a reliable understanding of the extent to which social media is already integrated in their business practices. The checklist can be found in the appendix. The data is collected by observation and desk research, which means exploring the corporate website, press releases, advertising texts, and other social media tools. The three organizations are chosen based on their B2B activities, their size and their industry.

4. B2B: MOTIVES AND BARRIERS FOR SOCIAL MEDIA MARKETING

There are different motives for industrial marketers to use social media as marketing tools, however there are also some disadvantages for the B2B organizations. Below are the motives and barriers of using social media marketing for B2B organizations explained.

4.1 Motives

Research has acknowledged that social media could be valuable and essential for B2B companies and that especially social networking sites (SNS), such as Facebook and LinkedIn, could be used for the communication with customers and suppliers, for relationship and trust building and for identifying potential partners (Howe, 2006; Piller, et al., 2012). Furthermore, social media can also be used to increase traffic to the corporate website, disseminate significant information, attract new customers, gain feedback, fostering customer relationships, and establish a two-way conversation, which provide the marketers some help with getting insight in the preferences and the loyalty of the buyers and promoting the brand identity (Howe, 2006). Additionally, social media can be used for generating value for their brand by means of information, knowledge, conversations, relationships and e-commerce (Prahalad & Ramaswamy, 2004). Due to social media, organizations get their customers better to know by means of collecting more information on their customer. In addition, organizations are now able to have an own back office or customer relationship management system where all the data and information of the customers are stored (Prahalad & Ramaswamy, 2004). As is stated above, relationships can be developed and established by using social media in order to generate value for the corporate brand. Due to the communication and design of the online interaction platform, relationships with a business' customers can be developed (Prahalad & Ramaswamy, 2004). In the business environment, industrial purchasers appreciate the feedback of third-parties when they make their purchase decisions (Erdoğmuş & Çiçek, 2012); this can be achieved by using social media, because social media tools provide the possibility of giving feedback and sharing experiences about products or services. Due to social media, businesses can easily communicate with potential stakeholders, such as suppliers and customers in a more efficient way which can improve the relationships between them (Erdoğmuş & Çiçek, 2012). Furthermore, Nair and Sidhu (2009) found that social media can play a role in identifying and gaining new leads for B2B organizations. With the help of social media, businesses have the ability to monitor online conversations which can help them to identify trends and needs and subsequently, organizations can then early discover some business opportunities before the competitors do. Additionally, people in the B2B business environment can due to social media actively build an online network for sharing knowledge and experiences with people of other businesses (Erdoğmuş & Çiçek, 2012). Finally, as is

stated previously, using social media for the marketing practices of organizations can be done at a relatively low cost and is therefore more and more attractive for businesses (Vance, et al., 2009).

4.2 Barriers

Due to some barriers, the use of social media by industrial marketers is not yet commonly used. Barriers could be lack of money, time and training, unfamiliar with the technology, uncertainty about customer empowerment as well as privacy issues (Barnes, 2006; Buehrer, et al., 2005; Highley, 2010; Lee & Kim, 2009; Osimo, 2008).

The collection of information and monitoring the exchange of information between the customers and marketers on social media can be time consuming, which consequently cause higher costs (Highley, 2010).

In addition, Buehrer, et al., (2005) researched some barriers of the use of technology. The most frequently stated barrier was according to them the lack of managerial/technical support and thereafter the lack of training, which are both especially needed when people are unknown with particular technology. Before implementing a social media strategy, employees should be well supported and trained so that the organization can make use of social media efficiently.

Moreover, due to the use of social media, customer empowerment has increased significantly. Osimo (2008) found that customers are empowered by especially the information which is shared among customers and organizations via for example social networking sites. According to Constantinides, et al., (2009) customers and also businesses using social media can now generate, edit and share online information about organizations, products and services where the information can flow beyond the control of the organization. This user generated information is widely perceived by customers as more reliable than business communication and therefore peer opinion and customer power becomes a major influencer of buying behavior (Lee & Kim, 2009). Another barrier of using social media has to do with privacy issues, which apply to both individuals and organizations. According to Barnes (2006), social media have created an illusion of privacy; users of social media do not know how accessible their personal information in fact is. Individuals as well as organizations should be aware of this. The 'personal information' of organizations can for example be violated by other organizations or by the social network service providers, because these providers are able to observe and accumulate the information that users transmit through the network (Bowley, 2009).

When organizations want to make use of social media in order to boost their marketing strategy, the organization should be aware of the advantages as well as the disadvantages of it.

5. POSSIBILITIES FOR INDUSTRIAL MARKETERS TO MAKE USE OF SOCIAL MEDIA

5.1 Web-based communication tools

Scott (2010) discussed different online communication tools that can reach the buyers directly and these tools include blogs, content-rich website, news releases, podcasts, forums and wikis. In addition, Michaelidou, et al., (2011) found that social networking sites are very popular to attract new customers and to achieve brand objectives as also by using social networking sites buyers can be reached directly. Online social networking is now possible via social networking sites such as Facebook, LinkedIn and Twitter. These sites provide a web-based service

that allows its users to construct a profile that other users can see and list connections with them, the online profiles can, furthermore be shared with others (Ellison & Boyd, 2007; Lietsala & Sirkkunen, 2008). Especially LinkedIn is a popular social networking site which supports connections between business people (Callebaut, 2011). In addition, organizations can also develop a business profile and connect with their customers, employees, suppliers, or other stakeholders, which consequently increase brand loyalty. Additionally, the social networking sites can be used for developing relationships, communicating with customers, collecting feedback and acquiring information about the customers (Howe, 2006; Meier & Stormer, 2009; Piller, et al., 2012).

Blogs are another communication tool, which is "a webpage that serves as a publicly accessible personal journal for an individual" (Lee, et al., 2006, p.317). Blogs can be used by both the selling as well as the buying organization and blogs provide some interaction between the author and the readers. With a blog, organizations can communicate news about the company, their stakeholders or their products or services in an easy way. Additionally, different opinions from customers, employees, partners, suppliers can be gathered with the help of blogs and therefore, with the help of stakeholders' suggestions, new products or services could be redesigned (L.-T. Chen, 2013; Wu, et al., 2009). Mangold and Faulds (2009) found that blogs are suitable to engage the customer, because the buying organizations are able to give some feedback to the selling organization. Moreover, due to blogs, organizations and their experts can share ideas and thoughts and can communicate better and more personally; therefore blogs can increase brand awareness, brand loyalty and blogs can improve the relationship with customers and other stakeholders (Callebaut, 2011).

According to Karayanni and Beltas (2003), websites play an important role in the communication of an organization's core competences and the organization's culture. A website is beneficial for a company as it can increase the image of the company, improve services to clients, save time, increase sales revenue and furthermore, due to the existence of a website there could be an increase in new clients (Kim, et al., 2012) Websites are therefore excessively used by businesses. It has been researched, on behalf of the Dutch organization SIDN, which takes care of the issuance and registration of .nl domain names, that social media is used mainly as a trigger to gain traffic to the corporate website and that social media is a complement rather a substitute for the own corporate website (SIDN, 2012). Research indicates that the B2B segment is the largest segment of electronic commerce, because the B2B segment spends, in comparison with the B2C and C2C segment, the most on electronic commerce (Martini, et al., 2009; Maurer & Liu, 2007; Noble & Parkinson, 2005). Therefore it is especially for the B2B segment very interesting to have a good, content-rich corporate website.

Another web-based communication tool is a social media release, which can be perceived as a digital press or news release and it can be used by B2B organizations for their marketing and sales activities (Scott, 2010; Steyn, et al., 2010). A press release is according to Pitt, et al., (2011) "a written or recorded professional communication directed at members of the news media for the purpose of announcing something claimed as having news value" (p.123). A press or news release is thus an announcement of an organization which is issued to the news media in order to be publicized. Due to the increasing use of social media, press releases were increasingly distributed via social media and were called social media releases which link to related websites, social networking sites, or blog pages (Pitt, et al., 2011; Steyn, et al., 2010).

5.2 Use in the different stages of the business process

Organizations are continuously dealing with various activities and practices. Different business models are designed to visualize all the different activities a business performs. Chen (2009) mentioned that nowadays, business models should also include the characteristics of Web 2.0 like user generated content and social networking. There exist various business models which illustrate the processes or activities performed by organizations and where social media activities can be integrated, e.g. the 7S framework of McKinsey (Peter & Waterman, 1982), the Business Model Canvas of Osterwalder and Pigneur (2010) or the Value Chain of Porter (1985).

This paper makes use of the value chain of Michael Porter (1985) to illustrate how social media in the different processes and activities of a business can be used. The value chain is developed by Michael Porter (1985) and shows the different activities which can be exercised by firms in order to create value and competitive advantage. The value chain comprises more elements of the business process which makes it more comprehensive. Therefore, the value chain will be the most suitable business model to explain the use of social media in the different activities of B2B organizations.

5.2.1 Social media and the value chain of Porter

Porter (1985) found that the value chain consists of various activities through which a product or service is developed and distributed to customers.

The model distinguishes two kinds of activities, the primary activities and the support activities. The primary activities of an organization are directly concerned with the creation or delivery of a product or service and these activities are inbound logistics, operations, outbound logistics, marketing & sales and service. The support activities are staff functions, such as firm infrastructure, human resource management, technology development and procurement (Porter, 1985).

Inbound logistics
The first primary activity illustrated in the value chain is inbound logistics and concerns activities which deal with collecting, storing, and distributing inputs to the product or service (Johnson, et al., 2008). The inbound logistics includes the logistics that take place between the supplier and the organization. Information technologies could play an important role for the inbound logistics, information systems could for instance be helpful for the inventory control of an organization (Urban, 2005). In addition, information systems could create more transparency in sourcing suppliers and transparency of outsourced productions (Brennan, et al., 2010; Urban, 2005). Organizations that make use of the Internet have furthermore the possibility to choose from a larger number of potential suppliers and trading partners and are able to transfer information in a more quick and cheap way (Gummesson, 2002; Oliva, 2009). Additionally, due to social media and the new information systems, suppliers of B2B organizations can be engaged by open innovation, where the organization makes use of external ideas. Open innovation means that the organization can make, besides internal ideas, also use of external ideas, which means the knowledge and information about the organization should also be shared among both internal sources as well as external sources, such as customers, suppliers, and other stakeholders (Association, 1985; Cambridge, 2013). For example suppliers can give via open innovation their opinion and provide the organization with suggestions for improvement.

Operations
In the operations stage of the value chain value-creating activities which transform the inputs into the final product or service will be carried out, e.g. machining, packaging, assembly, testing (Johnson, et al., 2008). Due to the Internet a virtual world of collective intelligence is developed and the Internet enables people to connect and work together in for example the innovation process (Malone, et al., 2009). Communication and collaboration combined with the social media approach can have a positive impact on the innovation process; this is called open innovation and is related to the use of internal as well as external ideas by organizations in the innovation process (Cambridge, 2013; Carbone, et al., 2012). Open innovation is also related to crowdsourcing, which is according to Howe (2006) "the act of a company or institution taking a function once performed by employees and outsourcing it to an undefined (and generally large) network of people in the form of an open call" (p.5). An organization can then use the assistance of other people outside the organization to implement new ideas or concepts. Besides open innovation and crowdsourcing, the paradigm co-creation is also relevant in the operations stage of the value chain. Co-creation is used by organizations in order to engage customers into the innovation process as co-creation is a process where producers and customers collaborate in order to develop new products (Sharma, 2002; Shih, 2009). Besides engaging customers, also employees can play an important role in co-creation by presenting their ideas and suggestions about products, services or management practices (Constantinides & Fountain, 2008). Moreover, Piller, et al. (2012) found that social media can increase the effectiveness and efficiency of co-creation because the costs of interaction among participants are decreased and due to social media more participants can contribute to a co-creation initiative.

Outbound logistics
The outbound logistics are activities associated with collecting, storing and distributing the product to customers, e.g. warehousing, order fulfillment, transportation, distribution (Johnson, et al., 2008). Information technologies are not only relevant for the inbound logistics, also for the outbound logistics could information technologies be applicable for controlling the inventory of an organization (Urban, 2005). In addition, the outbound logistics could also be based on just-in-time (JIT) distribution by using information systems and electronic data interchange (Wright & Hinson, 2008). Due to just-in-time delivery organizations can reduce their inventory and achieve the lowest inventory level which causes a decrease in costs (Kaplan & Haenlein, 2010; Wright & Hinson, 2008). As is stated above, due to open innovation and co-creation, which are encouraged by social media, employees can be engaged in the operations stage of the value chain. In addition, social media simplifies the contact with stakeholders and it also facilitates the engagement of stakeholders (Asur & Huberman, 2010; Constantinides & Fountain, 2008; Sharma, 2002). Therefore, also in the outbound logistics stage of the value chain stakeholders such as distributors can be more engaged by using social media.

Marketing and Sales
Another primary activity of the value chain is concerned with marketing and sales. Marketing and sales activities are concerned with making the customers aware of the product or service and getting them to buy the product or service (Johnson, et al., 2008). Examples of marketing and sales activities are channel selection, advertising, promotion and selling. Customers can be made aware of a product or service by using various social media channels, e.g. social networking sites,

blogs and the corporate website. Organizations can for example blog and make use of their corporate website or social networking sites in order to disseminate information to their customers about their products, services or brand; in addition, blogs and social networking sites can be used to access information about their customers and the competitors (Callebaut, 2011; Mangold & Faulds, 2009; Scott, 2010; Shih, 2009). Brand loyalty can also be increased with the help of blogs, because the organization has better and more personally contact with the customers and other stakeholders (Callebaut, 2011). In addition, social media can also affect brand loyalty positively by online loyalty programs where customers, and also suppliers and distributors can for example gain points when they purchase something or when they do business in another way (Kietzmann, et al., 2011; Mangold & Faulds, 2009; Nair & Sidhu, 2009). Loyalty programs are of importance for organizations in order to keep the stakeholders satisfied, reliable and loyal to the organization, which finally results in the retention of the customers, suppliers, and other stakeholders. Furthermore, with the help social networking sites, it becomes easier to segment (potential) customers and as a consequence, organizations can more easily focus on a small group of customers with the same interests rather than focus on the whole market (Oliva, 2009). This leads to the fact that the marketing strategy of organizations can be better adapted to the specific groups of customers. Subsequently, organizations are then able to focus on such groups of businesses as customers, by matching the organizations' profiles with their market targets to use social networking sites as marketing tool (Kerkhof, 2010). Thus with the help of the social networking sites, the segmentation process develops better and faster which results in a better performance of the organization because the marketing strategy is more focused on a specific group of customers. The importance of customer segmentation for B2B organizations rather than market segmentation in order to distinguish customers is also acknowledged by Wiersema (2013) and due to segmentation, it will for organizations be easier to reach specific customers with the best suited information. Web shops are also for business-to-business organizations an interesting channel for sales, these online sales channels can be used by organizations to sell products such as raw materials, office equipment or merchandise products to other organizations (Kärkkäinen, et al., 2011; Scott, 2010). Additionally, B2B organizations can for their marketing and sales activities also make use of social media releases to announce company developments or other news to the public, which could be individuals, partners, (potential) customers, suppliers, or other companies (Safko & David, 2009). Due to the social media release, there will be more traffic to the corporate website, the organization's social networking sites or to the blogs generated by the organization. Furthermore, in comparison with the traditional press releases, social media releases acquire higher levels of relevancy to the target audience and engage with more online users (Safko & David, 2009).

Service
The final primary activity is service and in the service stage of the value chain are activities included that maintain and enhance the product's or service's value and these services could be the installation of products, give some support or training about products or services or take care of reparation (Johnson, et al., 2008). With the help of social media the activities concerning service of an organization can be improved. Social media facilitates the information exchange between different parties and this could be advantageous in different ways. Different parties can for example give feedback or ask questions to the organization by means of web surveys,

social networking sites, blogs, e-mail or online chat via the corporate website. Customers can for example give feedback via social networking sites in the form of comments to discussions or starting a discussion and they can also give feedback to blogs in the form of reader comments (L.-T. Chen, 2013; Wu, et al., 2009). In addition, customers can ask questions and organizations can also give support by using the different web applications. Moreover, it has been found that when customers have the possibility to give feedback, they feel more committed to the products or services provided by the organization and to the organization itself (Mangold & Faulds, 2009). Commitment is important for organizations and therefore the possibility of submitting feedback is beneficial for organizations. Due to social media, organizations are able to quickly react to the feedback or questions of customers and respond to the changing user needs and furthermore, the feedback can help the organization by improving their products, services or other organizational activities (Porter, 1985) Organizations can also provide some services via an own virtual portal at the corporate website, which is an environment at the website where customers can register themselves and later on login at their own business page (Van Riel & Ouwersloot, 2005). Such a personal business page illustrates for example the previous purchases, the delivery status of purchased items, and the invoices and nevertheless, the page can also include some special offers for the registered business. Organizations which are in possession of such online portals can distance themselves from the competition and in addition, they gain insight into the behavior of the customer and can anticipate on it. Leek and Christodoulides (2012) discussed that not only for B2C organizations, but also for B2B organizations, after sales services are important. They found that after sales services are different ways of supporting and providing services to the buying party and such services are for example warranty, customer service or technical support. Organizations can provide some customer service and technical support by communicating via social networking sites with the customers, partners, or other stakeholders (Callebaut, 2011; Michaelidou, et al., 2011).

Firm infrastructure
Besides the five primary activities, an organization does also perform some supporting activities which try to enhance the performance of the primary activities. The firm infrastructure is one of these supporting activities and includes the formal systems of general management, planning, finance, quality management and information management (Johnson, et al., 2008). In pursuing quality management, social media tools, such as social networking sites and blogs, can play a role by providing good services to the organization's stakeholders and give suggestions for continuously improvements (Harrison & Waite, 2006; Mangold & Faulds, 2009). As is stated in the previous paragraph, social media can improve the activities concerning service by giving the possibility of submitting feedback, answering questions, providing support and present some extra information. Information management is another component of firm infrastructure and concerns the "collection, control and use of data in an organization" (Albrecht, et al., 2005, p.282). Due to the process of information management managers are able to make quicker and better decisions. Social media can improve this process, because due to the use of social media more information can be collected and communicated and additionally, the management can discuss difficulties or issues with the stakeholders and can therefore make decisions more deliberately (Mangold & Faulds, 2009). Social media can be used in general management for establishing and maintaining relationships, this could be done by for example the social networking site LinkedIn (Callebaut, 2011). For the other

activities such as planning and finance, social media is not very appropriate to use.

Human Resource Management
Besides the infrastructure, human resource management is also a support activity and goes beyond all primary activities; it is associated with recruiting, managing, training, developing and rewarding people within the organization (Johnson, et al., 2008). In recent years, organizations make increasingly use of online recruiting due to its success, the efficiency and because of the hiring costs which are reduced by about 87% compared to traditional recruiting through newspapers and magazines (Buehrer, et al., 2005; Timmers, 1998). Online recruiting can be carried out using the corporate website, but also via announcements on social networking sites, in blogs or in social media releases. Parry and Tyson (2008) found that organizations can improve their online recruitment strategy by driving traffic to the corporate website and by using the back-office system efficiently so that the administrative activities are reduced and some screening activities are performed already. In addition, they found that the creation of a talent pool, so that the information about the candidates is collected automatically, and the use of appropriate branding and information to the candidates are also ways an organization can improve their online recruitment strategy. Besides online recruitment, social media can also be used in other activities concerned with human resource management. Organizations can for example make use of intranet, which is defined by Martini, et al. (2009) as "all the web technologies-based ICT applications/ services that support business processes and which an organization can present to employees" (p.295). In addition, it facilitates the collaboration, interaction, and sharing of corporate information across organizational levels (Constantinides, et al., 2010). Employees can for example use intranet as a kind of forum, where they can discuss with each other all kind of matters concerning their business activities. Furthermore, online training or web seminars can be offered via the intranet.

Technology Development (ICT)
In the technology development stage of the value chain, the value chain activities are supported and these activities are concerned with research and development, product design, process development and raw materials improvement (Johnson, et al., 2008). Social media can play a role in research and development practices, for example via open innovation and co-creation. As earlier stated, organizations make via open innovation not only use of internal ideas, but also of external ideas in the innovation process (Cambridge, 2013). Social media can also be applied for co-creation, which is used by organizations with the aim of engaging customers into the innovation process. Through open innovation and co-creation, customers are able to participate in the R&D cycle (Barnes, 2006). Moreover, social media makes the information exchange between different parties easier, and therefore processes or products, e.g. raw materials can be improved by engaging the ideas and suggestions of the different parties (Mangold & Faulds, 2009).

Procurement
The final support activity concerns procurement and is according to Johnson, et al. (2008) associated with the processes that take place in many parts of the organization in order to obtain the various resource inputs to the primary activities, which are inbound logistics, operations, outbound logistics, marketing & sales and services. Procurement by using the Internet is called e-procurement and Davila, et al. (2003) mentioned some e-procurement technologies, such as e-procurement software, B2B market exchanges, B2B auctions and purchasing consortia. These e-procurement technologies are

according to Davila, et al. (2003) "focused on automating workflows, consolidating and leveraging organizational spending power, and identifying new sourcing opportunities through the Internet" (p.11). One of the e-procurement technologies is e-procurement software which is an online software application with an electronic catalogues where employees can purchase goods from, and this catalogues follows the buying rules of the organization, while capturing necessary purchasing data in the process (Davila, et al., 2003). Internet market exchanges is also one of the e-procurement technologies and concerns one virtual market space where various buyers and sellers are brought together in order to buy and sell from each other at an attractive price which is in accordance with the rules of the exchanges (Davila, et al., 2003). The third e-procurement technology identified by Davila, et al. (2003) is the online B2B auctions, where various buyers can place bids at a website in order to acquire goods or services. The final e-procurement technology mentioned is the Internet purchasing consortia, which is an online service which collects the purchasing power of many buyers in order to receive larger discounts (Davila, et al., 2003). Procurement by using the Internet is beneficial for B2B organizations, because the organizations can choose from a larger number of suppliers, which can result in lower cost, better quality, improved delivery and reduced cost of procurement (Timmers, 1998). An example is that the invoice and contract can be sent via e-mail instead of transmitted by post and consultations or meetings can be done virtually rather than in real life which saves time.

After having analyzed and researched the use of social media in the different stages of the value chain of Porter (1985), the value chain has been adjusted and the model illustrates for each stage which kind of social media tools can be used. In figure 1, which is stated below, the adjusted value chain is shown.
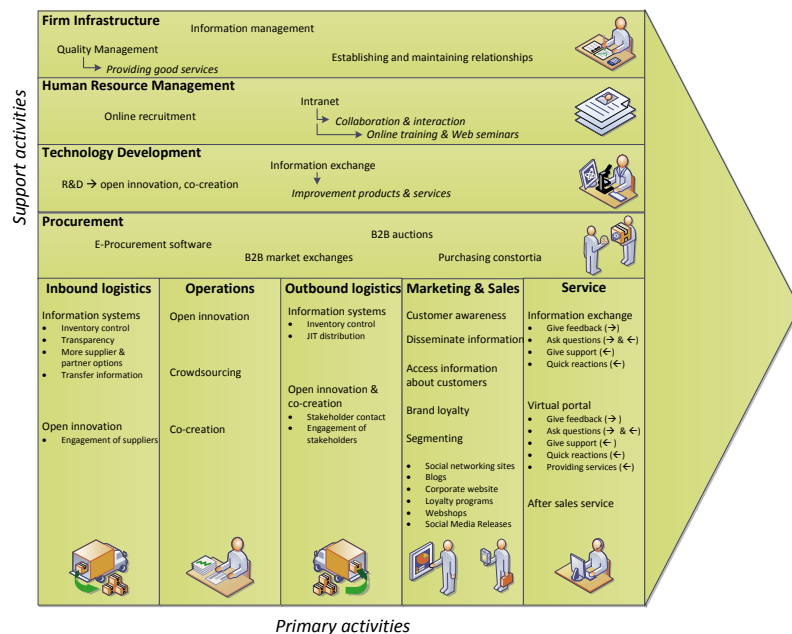

Figure 1. "Value Chain 2.0" - based on the value chain model of Porter (1985)

6. CASE STUDY

In order to illustrate the "Value chain 2.0" in practice a case study is performed and the case study examines the use of social media in the different stages of the value chain for different organizations in the B2B business environment. The case study involves three B2B organizations that make to a certain extent use of social media in their marketing practices. The organizations involved are Deloitte, Boeing and Intel and meet the criteria of engagement in the B2B area, diversity of industries and the use of social media. The cases will answer the following question: "To what extent are the social media activities described in the value chain 2.0 used by the researched organizations?"

6.1 Case study 1: Deloitte

Deloitte is a professional services firm which provides audit, consulting, financial advisory, risk management and tax services to clients and under the brand Deloitte nearly 200,000 professionals in independent firms throughout the world collaborate (Deloitte, 2013a). The case study focuses on the corporate brand and not on its members. Deloitte actively uses, besides their corporate website, social networking sites, such as LinkedIn, Facebook and Twitter. The organization posts almost each day a new update on their Facebook page and tweets several times during the day. Deloitte shares these messages in order to inform their stakeholders and to distribute the corporate knowledge to others. In addition, it is also possible to stay connected to Deloitte via RSS, E-mail subscriptions and Google+. Deloitte Perspectives is the webpage for the global blogs of Deloitte and it is a kind of forum where issues that affect the global business community can be discussed (Deloitte, 2013b). Furthermore, Deloitte publishes press releases and these are shared at the corporate website but not explicitly via social media. Deloitte even has an online shop which offers high quality classroom and e-learning guidance to individuals and organizations (Deloitte, 2013c). The organization acknowledges the importance of open innovation and crowdsourcing and it also gives clients advice about this, however Deloitte itself does not use these innovation techniques (Deloitte, 2013d). The communication and collaboration between the organization and its clients is facilitated by the client-focused website Deloitte Online, at this kind of virtual portal online (after sales) services are provided and clients can ask questions or give feedback (Deloitte, 2013e). In addition, Deloitte has created a special webpage where people directly can give feedback to the organization and where the employees of Deloitte can share valuable knowledge through intranet. The recruitment practices of Deloitte are mainly focused on online recruiting by several social networking sites and via the webpage http://mycareer.deloitte.com which shows for example all vacancies for experienced people as well as for students, further information about a career at Deloitte and the experiences of some employees of Deloitte are described (Deloitte, 2013f; PRNewswire, 2013). It can be concluded that the organization Deloitte makes extensively use of social media in different business processes as described above.

6.2 Case study 2: Boeing

Boeing is the largest aerospace company and manufacturer of the world and operates in the B2B market (Boeing, 2013a). Boeing is present at a lot of social networking sites and uses also other social media applications, e.g. Facebook, Twitter, LinkedIn, FlickR, Glassdoor, Youtube, E-mail subscriptions, RSS feed, online news and press releases, and the organization has a special webpage for blogging (www.boeingblogs.com) in order to communicate, interact and share information with the public (Boeing, 2013b). In addition, blogs of Boeing are shown that Boeing has implemented various programs, including a recognition program which is called Pride@Boeing where (former) employees, suppliers and customers can gain points, service awards, gift cards when they are nominated by managers or other employees for exceptional performance (Testa; Boeing, 2013c). The official merchandise products of Boeing are offered at the online Boeing Store where also the points of Pride@Boeing can be returned (Boeing, 2013d). Open innovation, crowdsourcing and co-creation are techniques which are actively pursued by Boeing and which increase the engagement of Boeing's partners and suppliers. For example, a large number of top-tier suppliers are collaborating with Boeing to bring innovation and expertise and via online database software are plans, ideas and suggestions shared and discussed. Furthermore, 120,000 people worldwide join Boeing's World Design Team where they can participate and submit feedback via an internet-based global forum while Boeing is developing the new airplane (Alsever, 2007; Boeing, 2013e). With respect to services, Boeing has established a special portal for organizations that do business with Boeing (www.boeingsuppliers.com) and via MyBoeing express employees, retiree and other participants can login to have access to more services of Boeing. Moreover, the organization recruits also online in order to hire interns, graduates and professionals. The Boeing Company makes thus, even as Deloitte, actively use of the social media activities which are described in the "value chain 2.0".

6.3 Case study 3: Intel

The third case study is performed for the Intel Company, which designs and manufactures advanced integrated digital platforms that are used in for example PCs, tablets, smartphones and servers (Intel, 2012). Besides the corporate website, Intel also actively uses various social media applications which are Facebook, LinkedIn, Twitter, Youtube, Digg (blog), Delicious (blog), Orkut (blog), Google+ and Flickr photo stream. In order to increase the suppliers' and resellers' loyalty to Intel, the organization has a channel partner reward program where resellers are recognized and rewarded for their achievements (Intel, 2013a). At the corporate website of Intel are different products offered, and when people want to purchase one of these products, you will be forwarded to a retailer where the product can be purchased online. The organization also has an own online newsroom where people can login to follow, share, and participate in that community; in this newsroom news and press releases are shown (Intel, 2013b). Chesbrough (2003) found that Intel uses open innovation as the organization supports for example an external orientation to the generation of knowledge and furthermore, Intel looks first outside before they determine which internal research activities will be performed. Besides open innovation, Intel performs crowdsourcing and co-creation as well. Intel made for example use of crowdsourcing in order to generate awareness for the ultra-thin laptops featuring a new processor and this new approach of creating awareness was very beneficial for Intel (DailyCrowdsource). In addition, Intel provides a lot of online services to facilitate their customers and suppliers, e.g. the Intel download center where the latest software can be downloaded, helpful 'how to…' videos are located, and where warranty services and other support services are provided (Intel, 2013c). Moreover, Intel has an employee portal where information can be found related to HR services, leaving Intel, Intel scholarship, mobile resources and retirees (Intel, 2013d). It is also possible to create an Intel account at the corporate website of the organization which offers for example discount codes, special offers, community collaboration, and other support services (Intel, 2013e). Even as the other analyzed organizations, Intel makes

also use of the corporate website and other social media tools to recruit interns, graduates and professionals (Intel, 2013f). To conclude, the Intel Company actively uses the social media activities described in the "value chain 2.0" for its business processes.

7. DISCUSSION

Due to the increasing use of social media, the way organizations communicate with their stakeholders is changing and it becomes increasingly important for organizations to be aware of social media and what it could mean for an organization. As stated before, especially B2B organizations are currently not fully aware of the role of social media in the different business processes and it is therefore essential to investigate.

Findings in this paper indicate that not only B2C organizations, but also B2B organizations can perfectly make use of social media. By assessing the use of social media tools for the business processes illustrated in the value chain of Michael Porter (1985), it can be revealed that in almost all activities (firm infrastructure, human resource management, technology development, procurement, inbound logistics, operations, outbound logistics, marketing & sales and service) social media and other information technologies can be used in order to work more efficiently and effectively as an organization. By using the corporate website, social networking sites, blogs, online portals, and other information technologies, organizations can for example easily communicate, create customer awareness, build and foster relationships and trust, increase brand loyalty, identify potential partners, attract new customers, gain new ideas for innovations, recruit online, and improve their products and/or services.

Moreover, the cases include three large B2B organizations and all three organizations make actively use of social media. Social media is especially used for the activities related to human resource management, technology development, operations, marketing & sales and service. For these business activities social media has been applied for the purpose of online recruitment, open innovation, co-creation, crowdsourcing, information exchange, creating customer awareness, relationship building, after sales services, and creating brand loyalty.

Striking is that in the literature the use of social media in B2B organizations is limited and the role of social media in the marketing and other business processes of B2B organizations is not clear yet, while three very large B2B organizations (Deloitte, Boeing and Intel) that are analyzed are using social media very extensively for different business activities. This indicates that despite of the lack of a clear understanding of the role of social media in the literature, it has been proven in practice that B2B organization are able and suitable to make use of social media in their business processes.

7.1 Managerial implications

This paper has provided new insights for practical business management. The research focused on the use of social media by B2B organizations and it mainly concentrates on the marketing area of these organizations. In addition to the marketing activities, other business activities which are illustrated in the value chain, such as firm infrastructure, HRM, technology development, procurement, inbound logistics, operations, outbound logistics, marketing & sales and service, are also included in this study and may influence practical business management as well.

With respect to the marketing activities, the paper discusses several ways of how social media can improve the marketing activities. Via social networking sites, blogs, the corporate website, loyalty programs, webshops and social media releases are organizations able to create customer awareness, disseminate information, access information about customer, create brand loyalty and segment different groups of customers. However, a lot of training, support and time are needed in order to use these different tools, which is an important managerial challenge and therefore the management of organizations should take this into account when pursuing the use of social media. Besides the marketing activities, the other business activities illustrated in Porter's value chain (1985) can also be improved by using social media and the same applies here as with the marketing activities. Despite of the advantages, management should also take into account the drawbacks such as time, training and support.

7.2 Scientific contribution

In the available literature about social media in B2B, little was known about the role of social media in the different business processes of B2B organizations. In this paper the use of social media, and the marketing and other business processes of B2B organizations, were converted into a new framework based on the value chain of Porter (1985). The scientific goal of this paper was to create an understanding of the role of social media in the business practices, explained by the value chain of Porter, of B2B organizations. Hopefully the proposed model based on the value chain of Porter will successfully contribute to the existing knowledge in the field of social media in the B2B business environment.

7.3 Practical contribution

Social media can be used by organizations in order to distinguish themselves in the B2B market and furthermore, social media can be used when focusing on brand value, business relationships and loyalty. In practice, various B2B organizations do not know how to use social media for their marketing and other business activities. Therefore, the new framework based on the value chain of Porter (1985) is proposed where different social media tools and social media strategies are related to the different business activities illustrated by Porter (1985). B2B organizations that struggle with their social media policy can make use of this framework in order to get insight into how social media can be used by B2B organizations in practice. Additionally, this paper analyzed the findings, illustrated in the adjusted value chain, for three B2B organizations in order to examine whether these three B2B organizations do make use of the social media tools and the social media strategies proposed in the adjusted value chain. These three organizations can furthermore serve as examples for other B2B organizations when they want to use social media for their business practices as well.

7.4 Limitations and suggestions for further research

Although this research has been pursued to support all assumptions and statements with evidence, several limitations can be identified. First of all, this research is in particular a descriptive literature review where various articles are analyzed and where findings are illustrated in a framework which is based on the value chain of Porter (1985). This means that the paper is theoretical of nature and that the findings are not empirically tested in the B2B business environment. Further research could test whether the assumptions, made by analyzing the articles, are of relevance after conducting empirical research related to the use of social media for the business activities of B2B organizations.

In addition, the paper includes also a case study, based on three large B2B organizations. These three organizations are analyzed by observation and desk research. This means that the information is valid and reliable, but not as extensive as when field research was performed and interviews with for example the managers or other employees who are responsible for the use of social media in the organization, were conducted. This limitation could not be overcome, because of the time span of performing this research along with the difficulty of reaching the appropriate persons at the large organizations. Further research could more extensively assess the extent to which these three B2B organizations, or probably more than three B2B organizations, are using social media and which role social media play in the different organizations by really visiting the organizations, interviewing the responsible persons, and/or conducting surveys.

Furthermore, the three organizations used for the case study are randomly selected, only their size and the industry has been taken into account, however other B2B organizations could also be selected, which could have change the results.

Another limitation is concerned with the different business processes of organizations which are in this paper based on Porter's value chain (1985) and are categorized in firm infrastructure, HRM, technology development, procurement, inbound logistics, operations, outbound logistics, marketing & sales, and services. As there are different business models which focus on different business processes, other business processes or activities could have been outlined when another business model would be selected. However, the value chain of Porter is in this paper seen as one of the most comprehensive models, and is therefore used in this research.

Lastly, this paper focuses mainly on the positive effects of using social media in the business processes of B2B organizations, however B2B organizations will presumptively also face negative effects from the usage and this will be interesting for further research.

8. CONCLUSION

The research question at the beginning of this paper was:

"What is the role of social media in the marketing and in the other business processes of B2B organizations based on Porter's value chain?"

In this paper different motives and barriers of using social media in B2B marketing are explained. Motives could be relationship and trust building, identifying potential partners, generating value for the brand, attraction of new customers, fostering customer relationships, easily communicate and building online network for sharing knowledge and experience with other businesses. In contrast, barriers of using social media in the B2B market are lack of money, time and training, empowerment and privacy issues. In addition, different web-based communication tools are explained, and the communication tools that are extensively discussed are social networking sites, blogs, corporate website and social media releases. Subsequently, the different web-based communication tools are connected to the different stages of the value chain of Porter (1985). This resulted in an adjusted model which illustrates for each stage of the value chain what kind of social media or information technologies can be used; furthermore, some consequences of using social media are stated in the framework. Main conclusions were that various social media tools and other information technologies could be used in almost all the different stages of the value chain well. In order to examine whether the new framework was applicable in practice, three shortly described cases about different B2B

organizations were included. The cases concern three large B2B organizations, which are Deloitte, Boeing and Intel, and it can be concluded that these three organizations make actively use of the social media activities described in the "value chain 2.0". Social media is by these organizations mainly used for the activities concerned with human resource management, technology development, operations, marketing & sales and service and it is used with the purpose of online recruitment, open innovation, co-creation, crowdsourcing, information exchange, creating customer awareness, relationship building, after sales services and creating brand loyalty.
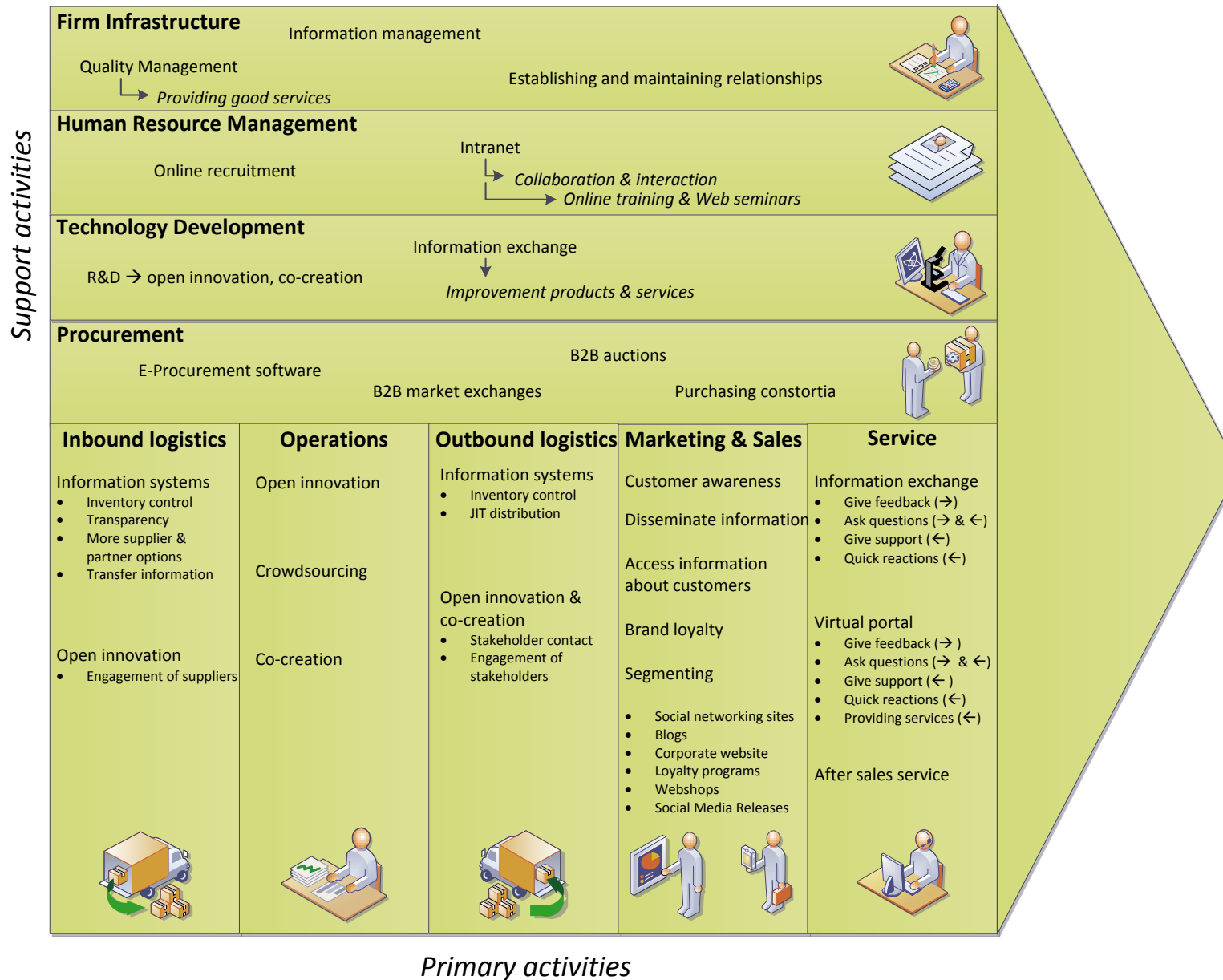
9. REFERENCES

1. Alarcón-del-Amo, M.-d.-C., Lorenzo-Romero, C., & Gómez Borja, M.-Á. (2011). Classifying and profiling social networking site users: A latent segmentation approach. Cyberpsychology, Behavior, and Social Networking, 14(9), 547-553.

2. Albrecht, C. C., Dean, D. L., & Hansen, J. V. (2005). Marketplace and technology standards for B2B e-commerce: progress, challenges, and the state of the art. Information & Management, 42(6), 865-875.

3. Alsever, J. (2007). For Boeing, It Takes a Village to Build a New Airplane. Retrieved June, 14th, 2013, from http://www.cbsnews.com/8301-505125_162-51057965/for-boeing-it-takes-a-village-to-build-a-new-airplane/

4. Association, A. M. (1985). AMA board approves new marketing definition. Marketing News, 1(1).

5. Asur, S., & Huberman, B. A. (2010). Predicting the future with social media. Paper presented at the Web Intelligence and Intelligent Agent Technology (WI-IAT), 2010 IEEE/WIC/ACM International Conference on.

6. Barnes, S. B. (2006). A privacy paradox: Social networking in the United States. First Monday, 11(9), 11-15.

7. Berthon, P., Ewing, M., Pitt, L., & Naudé, P. (2003). Understanding B2B and the web: the acceleration of coordination and motivation. Industrial Marketing Management, 32(7), 553-561.

8. Boeing. (2013a). About Us. Retrieved June, 14th, 2013, from http://www.boeing.com/boeing/companyoffices/aboutus/brief.page

9. Boeing. (2013b). Boeing.com Site Terms. Retrieved June, 14th, 2013, from http://www.boeing.com/boeing/companyoffices/aboutus/site_terms.page

10. Boeing. (2013c). Pride@Boeing. Retrieved June, 14th, 2013, from https://www.prideboeing.com/default.asp

11. Boeing. (2013d). The Boeing Store. Retrieved June, 14th, 2013, from http://www.boeingstore.com/

12. Boeing. (2013e). 787 Dreamliner. Retrieved June, 14th, 2013, from http://www.boeing.com/boeing/commercial/787family/background.page

13. Bowley, R. C. (2009). A comparative case study: Examining the organizational use of social networking sites. The University of Waikato.

14. Brennan, R., Canning, L., Canning, L. E., & McDowell, R. (2010). Business-to-business Marketing: SAGE Publications Limited.

15. Buehrer, R. E., Senecal, S., & Bolman Pullins, E. (2005). Sales force technology usage—reasons, barriers, and support: An exploratory investigation. Industrial Marketing Management, 34(4), 389-398.

16. Callebaut, N. (2011). Social Media in B2B Markets: Master, University of Ghent, Ghent.

17. Cambridge, U. P. (2013). Cambridge Business English Dictionary. from http://dictionary.cambridge.org/dictionary/business-english/social-media-marketing

18. Carbone, F., Contreras, J., Hernández, J. Z., & Gomez-Perez, J. M. (2012). Open Innovation in an Enterprise 3.0 framework: Three case studies. Expert Systems with Applications, 39(10), 8929-8939.

19. Chan, H. K., Yin, S., & Chan, F. T. (2010). Implementing just-in-time philosophy to reverse logistics systems: a review. International Journal of Production Research, 48(21), 6293-6313.

20. Chen, L.-T. (2013). Dynamic supply chain coordination under consignment and vendor-managed inventory in retailer-centric B2B electronic markets. Industrial Marketing Management, 42(4), 518-531.

21. Chen, T. F. (2009). Building a platform of business model 2.0 to creating real business value with Web 2.0 for web information services industry. International Journal of Electronic Business Management(3), 168.

22. Chesbrough, H. W. (2003). Open innovation: The new imperative for creating and profiting from technology: Harvard Business Press.

23. Constantinides, E., Carmen Alarcón del Amo, M., & Romero, C. L. (2010). Profiles of social networking sites users in the Netherlands.

24. Constantinides, E., & Fountain, S. J. (2008). Special Issue Paper. Journal of Direct, Data and Digital Marketing Practice, 9, 231-244.

25. Constantinides, E., Romero, C. L., & Boria, M. A. G. (2009). Social media: a new frontier for retailers? European Retail Research (pp. 1-28): Springer.

26. DailyCrowdsource. Intel Crowdsources Latest Ad Campaign. Retrieved june, 17th, 2013, from http://dailycrowdsource.com/20-resources/projects/552-intel-crowdsources-latest-ad-campaign

27. Davila, A., Gupta, M., & Palmer, R. (2003). Moving Procurement Systems to the Internet:: the Adoption and Use of E-Procurement Technology Models. European Management Journal, 21(1), 11-23.

28. Deloitte. (2013a). About Deloitte. Retrieved June 14th, 2013, from http://www.deloitte.com/view/en_GX/global/about/index.htm

29. Deloitte. (2013b). Deloitte Perspectives. Retrieved June, 14th, 2013, from http://globalblogs.deloitte.com/

30. Deloitte. (2013c). Deloitte Store. Retrieved June, 14th, 2013, from http://www.deloittestore.co.uk/

31. Deloitte. (2013d). Innovation Centers. Retrieved June, 14th, 2013, from http://www.deloitte.com/view/en_US/us/Insights/centers/index.htm

32. Deloitte. (2013e). Deloitte OnLine. Retrieved June, 14th, 2013, from https://er0.deloitteonline.com/dol/login.aspx

33. Deloitte. (2013f). MyCareer. Retrieved June, 14th, 2013, from http://mycareer.deloitte.com/us/en?utm_source=dcom&utm_medium=link&utm_campaign=seopage

34. Ellison, N. B., & Boyd, D. M. (2007). Social network sites: Definition, history, and scholarship. Journal of Computer‐Mediated Communication, 13(1), 210-230.

35. Erdoğmuş, İ. E., & Çiçek, M. (2012). The Impact of Social Media Marketing on Brand Loyalty. Procedia-Social and Behavioral Sciences, 58, 1353-1360.

36. Gummesson, E. (2002). Relationship marketing in the new economy. Journal of Relationship Marketing, 1(1), 37-57.

37. Harrison, T., & Waite, K. (2006). A time-based assessment of the influences, uses and benefits of intermediary website adoption. Information & Management, 43(8), 1002-1013.

38. Hersant, K. (2011). 9 Best practices of social media marketing. Software World, 42(6), 21.

39. Highley, A. K. (2010). The Importance of Being Social. A look at Social Media Marketing with a Comparison of the United States versus the European Union. Northern Illinois University.

40. Howe, J. (2006). The rise of crowdsourcing. Wired magazine, 14(6), 1-4.

41. Intel. (2012). Annual Report. Retrieved June, 14th, 2013, from http://www.intc.com/intel-annual-report/2012/business/company-overview/

42. Intel. (2013a). Intel Channel Partner Program - FAQ. Retrieved June, 14th, 2013, from http://www.intel.com/cd/channel/reseller/apac/eng/membership/81990.htm#q1

43. Intel. (2013b). Intel Newsroom. Retrieved June, 14th, 2013, from http://newsroom.intel.com/community/intel_newsroom

44. Intel. (2013c). Intel Customer Support. Retrieved June, 14th, 2013, from http://www.intel.com/p/en_US/support

45. Intel. (2013d). Information and services for Intel employees. Retrieved June, 14th, 2013, from http://www.intel.com/employee/index.htm

46. Intel. (2013e). Intel Embedded Login & Registration. Retrieved June, 14th, 2013, from http://www.intel.com/p/en_US/embedded/login

47. Intel. (2013f). Jobs at Intel. Retrieved June, 14th, 2013, from http://www.intel.com/jobs/

48. Johnson, G., Scholes, K., & Whittington, R. (2008). Exploring corporate strategy: text & cases: Prentice Hall.

49. Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. Business Horizons, 53(1), 59-68.

50. Karayanni, D. A., & Baltas, G. A. (2003). Web site characteristics and business performance: some evidence from international business-to-business organizations. Marketing Intelligence & Planning, 21(2), 105-114.

51. Kärkkäinen, H., Jussila, J., & Janhonen, J. (2011). Managing customer information and knowledge with social media in business-to-business companies. Paper presented at the Proceedings of the 11th International Conference on Knowledge Management and Knowledge Technologies.

52. Kerkhof, P. (2010). Merken en social media.

53. Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. Business Horizons, 54(3), 241-251.

54. Kim, D.-Y., Kumar, V., & Kumar, U. (2012). Relationship between quality management practices and innovation. Journal of Operations Management, 30(4), 295-315.

55. Lee, H. G., Clark, T., & Tam, K. Y. (1999). Research report. Can EDI benefit adopters? Information Systems Research, 10(2), 186-195.

56. Lee, S., Hwang, T., & Lee, H.-H. (2006). Corporate blogging strategies of the< IT> Fortune</IT> 500 companies. Management Decision, 44(3), 316-334.

57. Lee, S., & Kim, B. G. (2009). Factors affecting the usage of intranet: A confirmatory study. Computers in Human Behavior, 25(1), 191-201.

58. Leek, S., & Christodoulides, G. (2012). A framework of brand value in B2B markets: The contributing role of functional and emotional components. Industrial Marketing Management, 41(1), 106-114.

59. Lietsala, K., & Sirkkunen, E. (2008). Social media. Introduction to the tools and processes of participatory economy.

60. Malone, T., Laubacher, R., & Dellarocas, C. (2009). Harnessing crowds: Mapping the genome of collective intelligence.

61. Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. Business Horizons, 52(4), 357-365.

62. Martini, A., Corso, M., & Pellegrini, L. (2009). An empirical roadmap for intranet evolution. International Journal of Information Management, 29(4), 295-308.

63. Maurer, S. D., & Liu, Y. (2007). Developing effective e-recruiting websites: Insights for managers from marketers. Business Horizons, 50(4), 305-314.

64. Meier, A., & Stormer, H. (2009). eBusiness & eCommerce: managing the digital value chain: Springer.

65. Michaelidou, N., Siamagka, N. T., & Christodoulides, G. (2011). Usage, barriers and measurement of social media marketing: An exploratory investigation of small and medium B2B brands. Industrial Marketing Management, 40(7), 1153-1159.

66. Nair, A., & Sidhu, J. (2009). Social media for B2B marketing: B2Bento.

67. Noble, J., & Parkinson, D. (2005). Oxford business English dictionary: for learners of English: Oxford University Press.

68. Oliva, R. (2009). Business-to-Business Marketing. Marketingpower. Najdeno, 20.

69. Osimo, D. (2008). Web 2.0 in government: Why and how. Institute for Prospectice Technological Studies (IPTS), JRC, European Commission, EUR, 23358.

70. Osterwalder, A., & Pigneur, Y. (2010). Business model generation–a handbook for visionaires, game changers, and challengers: New York: Wiley.

71. Parry, E., & Tyson, S. (2008). An analysis of the use and success of online recruitment methods in the UK. Human Resource Management Journal, 18(3), 257-274.

72. Peter, T., & Waterman, R. (1982). In search of excellence. Lessons from Americans Best Running Companies. New York: Harper & Row.

73. Piller, F., Vossen, A., & Ihl, C. (2012). From social media to social product development: the impact of social media on co-creation of innovation. Die Unternehmung, 65(1).

74. Pitt, L. F., Parent, M., Steyn, P. G., Berthon, P., & Money, A. (2011). The social media release as a corporate communication tool for bloggers. Professional Communication, IEEE Transactions on, 54(2), 122-132.

75. Porter, M. E. (1985). Competitive advantage: Creating and sustaining superior performance: Free Press New York.

76. Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. Journal of interactive marketing, 18(3), 5-14.

77. PRNewswire. (2013). Deloitte Takes Relationship Recruiting to a New Level. Retrieved June, 14th, 2013, from http://www.prnewswire.com/news-releases/deloitte-takes-relationship-recruiting-to-a-new-level-84948082.html

78. van Riel, A. C. R., & Ouwersloot, H. (2005). Extending electronic portals with new services: exploring the usefulness of brand extension models. Journal of Retailing and Consumer Services, 12(4), 245-254.

79. Safko, L., & David, K. (2009). The Social Media Bible: Tactics, Tools, and Strategies for Business Success.

80. Scott, D. M. (2010). The new rules of marketing and PR: how to use social media, blogs, news releases, online video, and viral marketing to reach buyers directly: Wiley.

81. Sharma, A. (2002). Trends in Internet-based business-to-business marketing. Industrial Marketing Management, 31(2), 77-84.

82. Shih, C. C.-w. (2009). The Facebook era: Tapping online social networks to build better products, reach new audiences, and sell more stuff: Prentice Hall PTR.

83. SIDN. (2012). SIDN maakt onderzoeksresultaten 'Trends in internetgebruik en Nederlandse domeinnamenmarkt' bekend. Retrieved May 29th, 2013, from https://www.sidn.nl/nieuws/nieuwsbericht/article/sidn-maakt-onderzoeksresultaten-trends-in-internetgebruik-en-nederlandse-domeinnamenmarkt-beke/

84. Steyn, P., Salehi-Sangari, E., Pitt, L., Parent, M., & Berthon, P. (2010). The Social Media Release as a public relations tool: Intentions to use among B2B bloggers. Public Relations Review, 36(1), 87-89.

85. Testa, B. M. Boeing Awards Taking Off in New Direction. Retrieved June, 14th, 2013, from http://www.rideau.com/Press/Boeing_workforce.pdf

86. Thun, J.-H. (2010). Angles of Integration: An empirical analysis of the alignment of internet-based information technology and global supply chain integration Journal of Supply Chain Management, 46(2), 30-44.

87. Timmers, P. (1998). Business models for electronic markets. Electronic markets, 8(2), 3-8.

88. Urban, G. L. (2005). Customer advocacy: a new era in marketing? Journal of Public Policy & Marketing, 24(1), 155-159.

89. Vance, K., Howe, W., & Dellavalle, R. P. (2009). Social internet sites as a source of public health information. Dermatologic clinics, 27(2), 133-136.

90. Wiersema, F. (2013). The B2B Agenda: The current state of B2B marketing and a look ahead. Industrial Marketing Management.

91. Wright, D. K., & Hinson, M. D. (2008). How blogs and social media are changing public relations and the way it is practiced. Public Relations Journal, 2(2), 1-21.

92. Wu, C.-y., Liu, H.-y., & Wang, Y.-t. (2009). Business Blogs for Interactive Storytelling: An Interpretive Interactionism Perspective. Paper presented at the INC, IMS and IDC, 2009. NCM'09. Fifth International Joint Conference on.

10. APPENDIX

New framework: "Value chain 2.0" - based on the value chain model of Porter (1985)

Support activities

Firm Infrastructure

Information management

Quality Management

→ Providing good services

Establishing and maintaining relationships

Human Resource Management

Intranet

Online recruitment

→ Collaboration & interaction

→ Online training & Web seminars

Technology Development

Information exchange

R&D → open innovation, co-creation

Improvement products & services

Procurement

E-Procurement software

B2B auctions

B2B market exchanges

Purchasing constortia

Inbound logistics	Operations	Outbound logistics	Marketing & Sales	Service
Information systems • Inventory control • Transparency • More supplier & partner options • Transfer information Open innovation • Engagement of suppliers	Open innovation Crowdsourcing Co-creation	Information systems • Inventory control • JIT distribution Open innovation & co-creation • Stakeholder contact • Engagement of stakeholders	Customer awareness Disseminate information Access information about customers Brand loyalty Segmenting • Social networking sites • Blogs • Corporate website • Loyalty programs • Webshops • Social Media Releases	Information exchange • Give feedback (→) • Ask questions (→ & ←) • Give support (←) • Quick reactions (←) Virtual portal • Give feedback (→) • Ask questions (→ & ←) • Give support (←) • Quick reactions (←) • Providing services (←) After sales service

Primary activities

Checklist case studies *

	Deloitte	Boeing	Intel
MARKETING (& SALES)			
Social networking sites			
Blogs			
Corporate website			
Loyalty programs			
Webshops			
Social media releases			
OPERATIONS / R&D			
Open innovation			
Crowdsourcing			
Co-creation			
SERVICE / HRM			
Online services (feedback / questions)			
After sales service			
Intranet			
Virtual portal			
Online recruitment			

* The checklist is related to the new "Value chain 2.0" model based on Porter's value chain and the list is divided into the main activities where social media is mostly used in.

<u>Filled checklist case studies</u> *(based on observation and desk research)*

	Deloitte	Boeing	Intel
MARKETING (& SALES)			
Social networking sites	LinkedIn, Facebook, YouTube, Twitter, RSS, Email subscriptions, Google+	Facebook, Twitter, LinkedIn, FlickR, Glassdoor and YouTube http://www.boeing.com/boeing/companyoffices/about us/site_terms.page E-mailsubscriptions & rss feed http://boeing.mediaroom.com/index.php?s=58	Facebook, LinkedIn, Twitter, Digg (blog), Delicious (blog), Orkut, Google+, Flickr photostream, Youtube video Social media policy
Blogs	Deloitte Perspectives is the global blog of Deloitte Touche Tohmatsu Limited. http://globalblogs.deloitte.com/	http://www.boeingblogs.com/	Digg, Delicious, Orkut
Corporate website	http://www.deloitte.com	http://www.boeing.com/boeing/	http://www.intel.com
Loyalty programs	-	Pride@Boeing http://www.boeing.com/news/frontiers/archive/2011/april/ts_sf01.pdf https://www.prideboeing.com/default.asp Boeing employees can use their Pride@Boeing points, service awards, gift cards, and store credit for payment in the boeing store.	Channel partner reward programs http://www.loyaltyworks.com/incentiveindustryne ws/reward-programs/intel-upgrades-channel-partner-reward-programs/
Webshops	High quality classroom and e-learning training. http://www.deloittestore.co.uk/	(Official source for authentic Boeing merchandise and collectibles, including apparel, travel gear, and gifts; aviation posters, photographs) http://www.boeingstore.com/	Offers different products, then links to corporate website of the product to sell online
Social media releases	Media Resources http://www.deloitte.com/view/en_US/us/press/	Media room – news/press releases http://boeing.mediaroom.com/index.php?s=43	Intel Newsroom – Log in to follow, share, and participate in this community. News stories + press releases http://newsroom.intel.com/community/intel_newsr oom
OPERATIONS / R&D			
Open innovation	Not specific open innovation → Deloitte acknowledge the importance of innovation http://www.deloitte.com/view/en_US/us/Insi ghts/centers/index.htm	Top-tier supplier partners are working with Boeing to bring innovation and expertise to the 787 program. http://www.boeing.com/boeing/commercial/787famil y/background.page	http://cb.hbsp.harvard.edu/cb/web/product_detail.se am?R=605051-PDF-ENG & http://www.openinnovation.net/researchers/teachin g/case-5-exploring-the-future-through-open-innovation-at-intel/
Crowdsourcing	Give advice on clients about crowdsourcing, co-creation and open innovation. Organization itself does not make use these techniques (not suitable for the kind of industry).	Using sophisticated database software, they shared plans online—chatting in real-time, accessing and revising each other's designs, even conducting real-time simulations to test for future problems and incompatibilities. http://www.cbsnews.com/8301-505125_162-51057965/for-boeing-it-takes-a-village-to-build-a-new-airplane/	http://dailycrowdsource.com/20-resources/projects/552-intel-crowdsources-latest-ad-campaign

Co-creation	http://www.deloitte.com/assets/Dcom-Netherlands/Local%20Assets/Documents/NL/Diensten/Duurzaamheid/nl_nl_duurzaamheid_zero_impact_monitor_2012.pdf	120,000 people around the world signed up to join Boeing's World Design Team, an internet-based global forum that encourages participation and feedback while the company is developing its new airplane. http://www.cbsnews.com/8301-505125_162-51057965/for-boeing-it-takes-a-village-to-build-a-new-airplane/	'The Intel Insiders' http://www.intel.com/content/www/us/en/architecture-and-technology/intel-insider-for-premium-hd-home-entertainment.html & http://johnbell.typepad.com/weblog/2010/10/when-it-comes-to-co-creation-commitment-makes-the-difference.html
SERVICE / HRM			
Online services (feedback / questions)	Deloitte OnLine is a client-focused website → enhance communication and collaboration with the people of Deloitte. https://er0.deloitteonline.com/dol/login.aspx Give feedback https://secure.opinionlab.com/ccc01/comment_card_d.asp	Boeing webmaster (contact form) http://active.boeing.com/contactus.cfm Special website for doing business with Boeing http://www.boeingsuppliers.com/	Intel download center https://downloadcenter.intel.com/default.aspx Helpful 'How to..' videos http://www.intel.com/p/en_US/support (ask the support community, contact support, guide me) - Support community (It is designed to enable customers to resolve issues, share best practices, and discuss emerging trends)
After sales service	Via Deloitte Online https://er0.deloitteonline.com/dol/login.aspx	-	Warranty center http://www.intel.com/p/en_US/support/warranty
Intranet	To start, the company selected Yammer, the enterprise social network, to create a real-time, collaborative environment for Deloitte consultants who were always on the go. http://badgeville.com/content/case-study-deloitte-who-what-where	My Boeing express https://securelogon.boeing.com/login/secure_logon.html Info for employees / retiree http://www.boeing.com/boeing/companyoffices/empinfo/index.page	Intel Employee Portal (HR services and benefits, Leaving Intel, Intel Scholarship, Mobile Resources, Retiree) http://www.intel.com/employee/index.htm
Virtual portal	Deloitte online https://er0.deloitteonline.com/dol/login.aspx	Supplier portal system inlog special website Portal logon: access to gateway Portal logon: boeing partners network Portal logon: MyBoeingFleet Portal logon: Supplier portal Boeing ethics line MyBoeing Express / TotalAccess http://www.boeingsuppliers.com/ http://www.boeing.com/boeing/# (login)	Intel Account http://www.intel.com/content/www/us/en/homepage.html
Online recruitment	http://mycareer.deloitte.com/us/en?utm_source=dcom&utm_medium=link&utm_campaign=seopage http://www.prnewswire.com/news-releases/deloitte-takes-relationship-recruiting-to-a-new-level-84948082.html	http://www.boeing.com/boeing/careers/index.page	http://www.intel.com/jobs/