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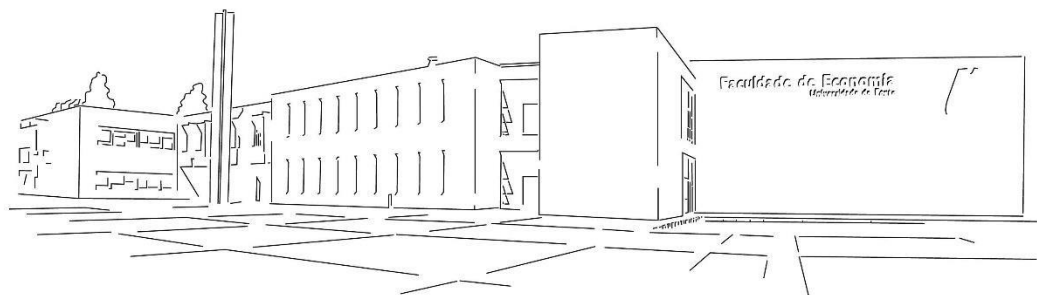**FEP** **FACULDADE DE ECONOMIA**
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Innovation in Digital Communication for Business:

An exploratory Study

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DISSERTAÇÃO DE MESTRADO APRESENTADA
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Biographical note

Joana Filipa Sousa Reis was born on May 23rd, 1991 and raised in OPorto.

Academically, she got Bachelor degree in Management in 2012, by the Universidade Lusófona do Porto (ULP). During these three years of study in the undergraduate course, she worked in several projects and she also decided to learn about different areas: other languages, accounting and some other management skills.

In the end of her degree, she did an internship at Auto Sueco Automóveis in Economics and Financial Analysis department.

Having completed her degree, she started her Master Program at Faculdade de Economia (FEP) - Universidade do Porto (UP) in Economics and Management of Innovation (MEGIN). The same year, 2013, she started working as an US Market Manager at DelightFULL – Unique Lamps.

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Meet DelightFULL

Dedicada aos meus avós.

Abstract

Given the exponential increase of the *Internet* users (Jucaityte *et al*, 2014), it is important to study how enterprises have been working and innovating their online communication tools, as well as understand how they can improve the communication through these Online Channels, in order to cover strongly increasing competition.

This analysis aims to explain the relation between the growth of the new technologies with the Innovation Process (Leite, 2012), including the Innovation on Communication for Business.

In different industries, the communication between majorities of stakeholder moves to virtual space (Jucaityte *et al*, 2014) and it is an important goal for the researcher to understand the influence of Online Communication for business and how the internet can have different impact on the Design industry in countries with a distinct economic environment.

In fact, the study choice of this industry field was motivated by the field of work of the author of this dissertation. However, other industries was questioned to approach the main goal of the study.

First, in order to search for a definition of innovative tools in digital communication, it was applied a qualitative approach. More specifically, it was combined some literature review with semi-structured interviews of academics, experts and some professionals working on Portuguese and British companies. Afterwards, was created a questionnaire and performed a pre-test to some American corporations, known as regular users of digital communication tools. Finally, it was applied the questionnaire to a sample of Portuguese, British and American companies, with the purpose of understanding the *Status Quo* of innovation in communication for business and differences among the sample companies under study.

Keywords: online communication tools; online channels; innovative tools; digital communication; innovation in communication for business.

Resumo

Tendo em conta o aumento exponencial de utilizadores da Internet (Jucaityte *et al*, 2014), é importante estudar a forma como as empresas têm vindo a trabalhar e inovar nas suas ferramentas de comunicação *online*, assim como, entender como se poderá melhorar a comunicação por meio destes canais, com o objetivo de fazer face ao forte aumento da concorrência.

Esta análise tem como principal objetivo explicar a relação entre o crescimento das novas tecnologias com o processo de inovação (Leite, 2012), abrangendo a inovação na comunicação das empresas.

Em diversos sectores, a comunicação com os consumidores transfere-se agora para o espaço virtual (Jucaityte *et al*, 2014) e é uma meta importante para o autor entender a influência da comunicação *online* para os negócios e como a internet pode ter uma influência diferente no sector de design, em países com um ambiente económico distinto.

De fato, a escolha da indústria de estudo foi motivada pelo sector onde trabalha o autor desta dissertação. No entanto, outras indústrias foram questionadas para que existisse uma aproximação ao tema central em estudo.

Inicialmente, com o objetivo de procurar uma definição de ferramentas consideradas inovadoras para a comunicação digital, foi realizada uma abordagem qualitativa. Sendo combinada a revisão de literatura com entrevistas semi-estruturadas de académicos, especialistas e profissionais de empresas portuguesas e britânicas. Posteriormente, foi criado um questionário e realizado um pré-teste para algumas empresas americanas, como utilizadores de ferramentas de comunicação digital. Por fim, foi aplicado um questionário exploratório a empresas portuguesas, britânicas e americanas, com o objetivo de compreender o *Status Quo* da inovação em comunicação nos negócios e as diferenças entre as empresas da amostra em estudo.

Palavras-chave: ferramentas de comunicação online; canais online; ferramentas inovadoras; comunicação digital; inovação em comunicação nas empresas.

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B2B – Business to Business

B2C – Business to consumer

DL – DelightFULL

SMEs - Small and Medium Enterprises

IT capabilities - Information Technology capabilities

SNS - Social Net-working Sites

USA – United States of America

UK – United Kingdom

PT – Portugal

CO – Country of Origin

TC – Type of Company

Chapter 1: Introduction

In the last years, the number of internet users have been growing. In the UK and USA Market about 80% of the population has devices with Internet access, according official sources (Spada, 2013).

According to Leite (2012), the proliferation of the web 2.0 and the growing use of portable devices, such as notebooks, tables or smartphones, at affordable prices allowed an easier and quicker transmission of the information and a different possibility of connection and communication among people (Ivanov, 2012). In the most recent years, the internet provided several opportunities and impacts on economic and social life, resulting in changes for organizations and consumers.

However, the most recent increase of Internet users brings a new pressure and constraints for different industries and it is important to build programs to respond to the environment exigencies, and incentivize the definition of Innovative Strategies (Klaas *et al*, 2008)

An extensive research with relevant literature promote the idea that digital revolution will continue to change the tools that we are using, create more and better information and influence on which business models are successful and which are not. (Kadar *et al*, 2014).

In this context, companies should build business models with the possibility to follow Innovative strategies in this new Digital context (Macia-Fernandez *et al*, 2011).

For Gabrielsson (2010), the potential role of the Internet has a main support in international marketing and it is considered one of the ways to obtain higher incomes and quicker cash flows.

This dynamic of innovation involves the individuals or the company as a whole, and it requires creativity, change and improvement (1995, Caraballo *et al*, 2012), product, services or processes.

Based on the specific literature reviewed, this research will be designed in order to answer the following question: What are the trends of **Innovation in Digital Communication for Business**?

For the purpose of this study, this question above will be addressed through an exploratory study, which was applied firstly to the recognized companies from Portugal and then, applied to the area of Interior Design, decor and architecture to understand the state of the art about Digital Communication in countries with different economies, like United States of America, United kingdom and Portugal.

First of all, it is necessary to clarify the choice of the theme. The choice of this matter of study was motivated by the work performed by the author at DelightFULL[1] (DL). DelightFULL is a Portuguese brand, part of Menina Design Group, created few years ago, with a young team of Designers and Marketers. All the products are handmade in Portugal and focused in lighting, and created for high-end clients, which are looking for unique lamps with contemporary design.

DelightFULL, is a great example of an innovative company (published in national and international PRESS[2]), with several Offline and Online strategies, working every day to improve or create new products, processes and services.

The strategy of DL is focused on Online Marketing and the increasing number of visitors to the DL's website is the result of successful online strategies per internal analytics. Some of the online tools used by the brand are: Website, E-mail, Newsletter, Social Networks (Figure 1), Blogs and APP HOMESPOT[3].

Figure 1 – Social Network from DelightFULL

Source: www.delightfull.eu

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[1] www.delightfull.eu
[2] http://www.delightfull.eu/en/press/
[3] http://www.delightfull.eu/landing-page/download-delightfull-in-3d.php

After the discussion above, is important to understand the layout of the study that will be presented. This dissertation is organized in five different chapters.

The current Chapter 1 gives us an introduction to the concepts and objectives of this dissertation. It also provides a specific research question that is supposed to be answered in the end of the work.

In the Chapter 2 a literature review is provided and there are offered several perspectives for innovation concepts, such as the general concept of Innovation on Communication, Innovation on Online Communication and the notion of E-commerce. It also refers on the impact of Social Media, specifying some Social Networks and Platforms that allow communicate different kind of Business.

Then, the aim of the Chapter 3 is to analyze the methodology and to understand some preliminary findings, performing the questionnaire. Here, in the same chapter, are reported some results obtained with the questionnaires used in different occasions, presented in the appendices of this dissertation.

Within the Chapter 4, the main results are presented which were obtained from online questionnaires from specific stakeholders studied: Interior design and architecture companies that are working with online strategies in terms of Business to Business (B2B) and Business to Consumer (B2C). Reviewing Markets with major economic and social differences, United States of America (focus in NY State), United Kingdom (focus in London) and Portugal.

In the end of this dissertation, the conclusion in the Chapter 5 will provide the answer of the question developed, presenting the main results and important findings of the study.

Chapter 2: Literature review

The purpose in this section is to understand the process of innovation in communication and recognize the most important online communication tools for Business.

The aim in this work is to answer the following questions: (1) How we can measure the Innovation and use of innovative tools in the communication? (2) How we can use the Digital communication for Business in terms of B2B and B2C?

2.1. Innovation process

Kadar *et al* (2014) defined Innovation as the capability that organizations use to develop new or to improve products, services and business processes.

Furthermore, several authors defined the term and explained the process of Innovation in different perspectives. According Schumpeter (1934, Schumpeter, 2008), the innovation is focused on enterprise and evolution in a capitalist perspective.

For Caraballo *et al* (2012) the process of innovation can follow an oldest perspective that *"the generation, acceptance, and implementation of new ideas, processes products and services."* (1965, pp. 2, Caraballo *et al*, 2012), but also there is a more recent idea that presented innovation as a *"conceptually a process that begins with a novel idea and concludes with market introduction"* (2010, p. 767, Caraballo *et al*, 2012)

In a perspective of Klaas *et al* (2008), there can exist an Innovation diffuses in the small and medium enterprises (SMEs), due to SMEs cannot adapt the same way as larger companies, and the changes to promote the Innovation may be affected with the leadership and cycle time to innovate.

Nowadays, the term defined as Innovation Process have a shorter cycle comparing with last years, explained by the growth of new technologies. The innovative potential of the new technologies explains that *"The technology cycle is smaller than the previous, representing a constant opportunity for the introduction of product and process innovations*." by Leite (2012, p. 2)

Also, with the new increased of IT capabilities (Information Technology capabilities) and better business models, companies all over the world, have been creating great products and services with lower operation costs (Kadar *et al*, 2014).

Keller (2009) suggests that the marketing communications environment has been changed, as result of new challenges to marketers to build and manage their brands in a competition environment. And today the companies offer much versatility in virtually any aspect of brand building which can be addressed via interactive marketing communications to potentially impact brand equity.

According to Klaas (2008), the scale economies limited the use of human capital programs, but the *"outsourcing models have recently emerged to provide cost-effective access to these programs"* (2008, p. 349).

Additionally, according to Kadar *et al* (2014), the innovation needs management and it can be focused on a methodical process to create a portfolio of different innovation initiatives. Besides, it can be the result of brainstorming to generate incremental or radical innovation, if it is required. The methodology to obtain the Innovation in the company, can vary with the Type of Company, but the company must create new ways to improve or develop services, products or business procedures.

The new marketing and innovative environment, also brings other new concepts, like the open innovation process, where companies share the innovation process with the final customer (2008 apud Constantinides, 2014) and where they can have different roles. Other concepts were created with the new marketing environment and for engaging with the stakeholders (Figure 2).
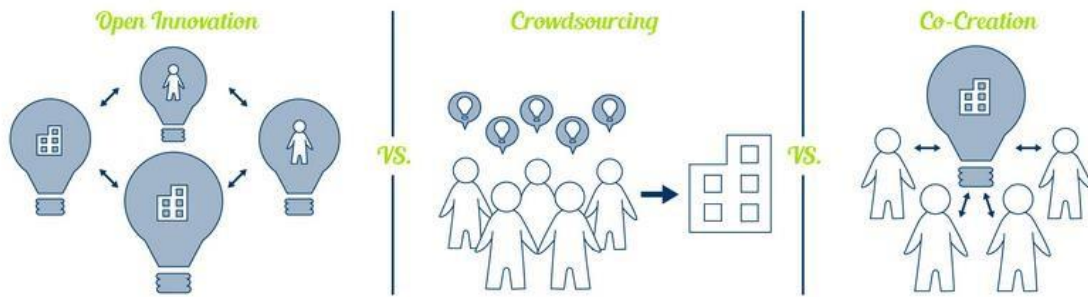
Figure 2 – Open Innovation vs Crowdsourcing vs Co-creation concepts

Source: http://www.wazoku.com/blog/open-innovation-vs-crowdsourcing-vs-co-creation/

The other similar processes have been named as Crowdsourcing and Distributed Co-creation (2008 apud Constantinides, 2014).

According to Neumann (2014), crowdsourcing can be defined as a company that outsources some projects to the public and brings the knowledge and interesting inputs from a group of people. This group of people no needs to be involved and engaged with the organization.

The same author, Neumann (2014), also defined the concept of Co-creation that will allow the users of specific products or services to share new ideas and resources, sharing here a personal experience and creating a value proposition to the company. The client is here completely involved and will be an important part with the company to make a good idea even better.

However, *"Firms need to identify appropriate partners to exploit their internal knowledge or resources, and plan how to transfer the knowledge effectively to their partner firms."* (Geum, 2013, p. 323) and how to receive the knowledge.

In this section there were presented some definitions and classifications of the process Innovation. It allows us to have a general idea of this concept and mix it with other concepts in the next sections to understand the main theme of this dissertation.

2.1.1 Innovation on communication

Along of this section it will be possible to understand some ideas about new ways to communicate. The literature review is presented below.

According to Jucaityte *et al* (2014), the communication between majorities of society moves to virtual space, where people are using social networks more actively. Per the same author, it mentioned that there are social media that enable creation of a new innovative ways to communicate, increasing audiences of social media, and determining communication changes between business and customers.

Bouba-Olga *et al* (2015) affirmed that the geographical proximity is being overemphasized to the detriment of other ways to communicate, essentially through Social Networks. It brings some changes on communication and dynamics in economic interactions and innovation.

Some interviews developed by Gomes and Murphy (2003) suggested that sophisticated Websites, structured e-mail response system and Online Customer Services had a great impact in institutions with a culture of innovation and entrepreneurship.

In a study it was referred that Online Customer Service must involve analyzing of the customer behavior in order to appropriate strategic decisions and innovation in order to communicate and reach different groups of stakeholders in an online environment (Holmstrom, 2014).

The Online opportunities are growing and learning how we can "Optimize the marketing" is an important way to improve the online opportunities too. Tiago (2012) suggested that the web launched a set of tools that companies and other users could use to revolutionize and optimize marketing activities to approach a high degree of innovation that goes with it. However, Holmstrom (2014) suggests keeping in mind the number of uncertainties that companies are exposed and challenge to understand how digital technology can help the communication and to identify the several opportunities for innovation.

According to Holmstrom (2014) the new digital technologies brought several ways to innovate and is complex to control this dynamic. It supports that companies must have strong tools to manage the digital innovation process that emerged.

2.1.2. Online communication

"The digitization of media represents a phase change in the history of communications" (2008 apud Laing, 2013, p. 65).

According Laing (2013), the new digital environment that include changes in technology and customer behavior, have been the key driver of changes in media strategy. And Constantinides (2004) considers that it is important to cross different ways of communication to understand how to increase business performance with less financial and human resources.

The use of Online tools to communicate is an important method to increase business performance if it is combining with great different business skills, *"Skills such as website construction; maximizing the potential of social media such as Facebook and Twitter; Search Engine Optimization (SEO); mobile applications; customer conversion and knowledge of digital analytics for evaluating the effectiveness of digital approaches are among the most important digital marketing skills. (…) Therefore, there is a need for expert digital strategists to understand the complementary nature of digital marketing skills and how best to implement the tools at their disposal, especially when several digital marketing approaches are used concurrently"* (Laing, 2013, p. 67).

Nowadays, more organizations have in mind that Online Marketing is a strategy that contributes to the growth of business: the processes are run more efficiently, the brand gets greater notoriety, the volume of sales increases, which leads to increasing of the goodwill and quick return on investment (Samson, 2014). It is proved by the fact that this is a strategy that has been used by a growing number of companies.

This fact was also confirmed by Laing (2013), who refers that communication and storytelling skills, both within the business (B2B) and with the client (B2C), will be as important as ever for marketers.

2.1.3. Online opportunities

*"The emergence of new digital technologies has affected the model of early adopters of diffusion of innovation, and led to the emergence of digital influencers who can disseminate messages in on-line environments." (*Uzunoglu *et al*, 2014, p. 593)

The new digital revolution brings the use of the interactive Online Tools to communicate. Gabrielsson (2010) refers that the new changes in the Marketing environment, with the introduction of the internet and new technologies with a high number of users, allow the creation of several strong online tools, based on communication.

According to Ivanov (2012) the internet allows the sender to communicate with a great number of people at the same time. However, he also refers that Online Marketing communications should not be regarded as only way to communicate the organization's messages.

Some literature reviewed refers the Global expansion associated with the use of Internet sales channels that has focused the attention to multiple channel strategies, which allowed reaching greater online opportunities (Gabrielsson, 2010).

To catch these opportunities and build a strong online brand, Keller (2009) recommends that the right knowledge structures must exist in the mind of the customers, so they would answer positively to communication or marketing activities by the specific brand if this knowledge exists.

For Uzunoglu *et al* (2014) who also supported this idea, it is important to refer some notions to engage with the clients and we understand that *"the high relevance of brands to consumers, and the development of an emotional connection between consumers and brands"*. Also, some other ways to interact with costumers should be used to build a strong brand online, such as, affective commitment (2010, Uzunoglu *et al*, 2014), broadened relationship (2011, Uzunoglu *et al*, 2014) or co-creation (Neumann, 2014).

We can conclude with this section that the use of strategies to interact with stakeholders through online channels became a way to make decisions and facilitate purchases, capitalizing this global online trend as a top priority for entrepreneurial companies (Samson, 2014).

2.1.4. A kind of e-commerce

In the present section, it is possible to establish the relation between the technologies/online communication and the possibility to commercialize products through the web.

Nowadays, the information technologies have the biggest influence on commercial activities. The usage of E-marketplaces and E-procurement has increased greatly in several industries (Sitar, 2010).

In addition, Alshehri (n/y), refers that Internet has brought the e-commerce to a higher level, as the advancements in the online transactions allowed a high flexibility and eased the process of decision making to the consumers.

For Lai et al (2012), with the growth of Technology, the E-commerce has become an excellent alternative to the customer, who is pressed in terms of time to start purchasing online. Where it is possible to have high levels of interaction on websites where the customers can share their opinion when purchase something Online.

According to Constantinides (2014), the interactive E-commerce sites allow clients to participate in ratings from other clients and product reviews. It also creates the opportunity for the company to network and engage with a community.

The Expert in online Marketing, Casais (2015, Appendix 4), explained that the E-commerce is allowing some brands to sell their products and/or services in different platforms and increase meeting performance goals and a higher Return on Investment (ROI).

Along of this section were presented some advantages of the e-commerce and we can also argued the low cost, no geographical limitation and convenient for respondents, as advantages to Online commerce (2001, Lai et al, 2012).

On the other hand, some disadvantages can be appointed, essentially with results of the word of mouth with bad experiences. Companies must be prepared with strategies to change the thoughts with bad situations for the brand.

2.2. Social media

"*In the changing marketing context the role of the Internet and especially the developments around the Web 2.0 era as well the role of Social Media become crucial.*" (Constantinides, 2014, p. 41)

For Rawat *et al* (2014), Social Media is an Online Platform that can work to communicate a business segment, or implement a marketing campaign. Several researches (Laing 2013; Montepare, 2014; Bodlaj *et al*, 2012) allow to conclude that the new technologies bring a new powerful and sophisticated customer with enough knowledge, so is difficult to persuade or influence their own decisions. This is why it is a big challenge in the actual online business environment.

In the actual context, Escamilla *et al* (2014) defined Social Media as groups consisting of individuals, communities or organizations which are connected, where all the members can interact and exchange knowledge and one can provide information for many.

Jucaityte *et al* (2014) refer that social media gives to the user the opportunity to create content, share opinion and upload information. Within this virtual world, the user can communicate with each other actively and expand their social interaction with family, friends or use it for business activities.

According to Constantinides (2014), the Social Media is an important marketing tool that must be combined with consistent strategies to improve the product, service and organization structure.

"*The firm's online corporate presence must reflect and communicate the corporate positioning, quality, customer orientation and image.*" (Constantinides, 2014, p. 43).

These strategies can potentiate a creation of a stronger brand for our target, considering that Social Media brings a powerful and sophisticated customer with enough knowledge, which leads to the fact that it, is difficult to persuade or influence their own decisions. In addition, such customers are difficult to segment, as opposed to the traditional market.

In the Traditional market segmentation, the consumers can be united by sex, age, geographic location or occupation. However, according to Jucaityte, *et al* (2014) in social media people follow some clusters according their interests or hobbies different from traditional market segmentation.

Escamilla et al (2014) recommend the construct of a target and the creation of specific content to approach a public for the business segment. It is important to note that there should exist different content for different users connected (Sekiguchi, *et al*, 2014). Assuming the ideal of *"democratization of content when the same users create and share information"* (Jucaityte, *et al*, 2014, p. 492).

Usually, a good content is driven by word-of-mouth. Here, all the strategies across the social media platforms can work together harmoniously (Rawat *et al*, 2014). The Online Marketing through social media platforms, such as Blogs or Social Networks can be really powerful!

The concept of Social Media, include these Social Network platforms, where hundreds of Millions of people are able to communicate with each other - a social phenomenon the consequences of which can be important, but also unpredictable (Kadar *et al*, 2014).

In the next section of this chapter, will be described the some facts regarding the Social Networks.

2.2.1. Social networks

From the last decade and until now, the social networking is growing exponentially and it is a part of daily routine for hundreds of Millions of people, providing the opportunity to companies to promote their brands for a specific public through these social networks (Chan, 2012).

According to Leyden *et al* (2014), the Social Networks are able to promote innovation and to reduce the entrepreneurship uncertainly, at the same time, increasing the probability of success.

Klapdor (2012) refers that a review of the relevant literature have permitted to conclude that multichannel online marketing also influences the purchase decisions. However, it must be combining with great tools and knowledge (2011 apud Klapdor, 2012).

The Social Networks, like Facebook or Twitter, are potential tools to all SMEs that expect to be where their stakeholders are! Moreover, the use of different channels with the best practices as a strategic marketing communication will allow having a competitive advantage (Holmstrom *et al*, 2014).

This Online Marketing had been increasing the global interaction and removing the geographical barriers (2005 apud Escamilla, *et al*, 2014). The most recognized social networks with a high level of users are Facebook, YouTube and Twitter, and the number of users is increasing every day (Escamilla, *et al*, 2014).

It is also explained by Laing (2013) *"Business communication has been revolutionized with social networking sites such as Facebook and Twitter commonly utilized as credible business tools (…) increasingly communicating with individual consumers and users, gaining feedback on a one-to-one basis and providing bespoke solutions"* (2008 and 2011 apud Laing, 2013, p. 65).

Also for Uzunoglu (2014) *"Digital influencers have wider reach via Facebook, Twitter, and blogs among their online social contacts, compared to traditional face-to-face opinion leaders (Lyons & Henderson, 2005), while social media have also facilitated access to the opinion leaders themselves." (*Uzunoglu, 2014, p. 593)

In spite of offline marketing giving the opportunity to the companies to measure some features of their stakeholders (example of age, sex or geographic location), online marketing is now more measurable (through Google analytics or other platforms to analysis with visitor reports) than the traditional marketing (such as TV advertising or radio ad) and less expensive (Samson *et al*, 2014).

2.3. Business to Business (B2B) Vs Business to Consumer (B2C)

Along the chapter 2, it was referred that Online Marketing has a main role in the 21st century's global market (Gunasekaran, 2009) and that e-commerce became crucial. We also understood that there are different Types of Company activities and 'relationships', in terms of Business to Business (B2B) and Business to Consumer (B2C), and is important to have a definition of these terms.

First, we can define B2B as the exchange of products and/or services between companies that are looking to serve others domestic or global markets and they are improving the business relationship and the way to communicate through new technologies and new use of digital networks (Sheth, J., 2015)

In an UK study it was noticed that *"(...) SNS (social net-working sites) use by B2B organizations, that Facebook, Twitter and LinkedIn were some of the most common social media used, primarily to attract new customers and cultivate relationships."* (Laing, 2013)

It also brought the concept of Online Business and the following matter will be focused on

E-commerce in terms of B2B e-markets. To provide an initial idea of the concept, Standifer (2010) and Ma (2011) define that e-business platforms provides the opportunity to establish business relations between buyer and supplier at potentially lower transaction costs as well as new inter-organizational relationship.

The new E-markets in terms of B2B become new solutions to offering products with a higher power of customization to follow the wishes of the final customer which led to the improving of the collaboration and co-creation between suppliers (2006 apud Constantinides, 2014).

Important studies have been showing that "*a company's product offerings, the market conditions it faces, and the purchase patterns it implements are all important determinants in the selection of B2B e-Commerce setting with the greatest potential buyer benefit*." (Chang *et al*, 2009, p. 259).

In terms of Business to Consumer (B2C), the e-commerce is defined as an electronic relation between companies and final consumers, with dynamic or a discontinued relationship

(ANACOM, 2006), per the activities of exchange of selling and buying, of products and/or services thought communication networks (Carvalho, 2008).

According to Thirumalai (2004), the electronic B2C involves "*all of the activities from the point of a customer's purchase decision until the product is delivered to the customer and (…) with its quality and Functionality*" (Thirumalai, 2004, p. 292), it was also notified that transactions will continue to strain the growth of e-commerce in the USA and other countries. The study of these Types of Company relations, bring us the concept of E-procurement as a supplier exchange (Rouse, 2005) and it is defined in the next section.

2.3.1. E-procurement

E-procurement is a method of online B2B or B2C purchase and sale between suppliers (Rouse, 2005), it is an important tool to standardize and automate business process, when the companies are utilizing various B2B information technologies or systems. These operations can have a global level, but it is also suitable for domestic business operations (Gunasekaran, 2009).

Several companies have adopted E-procurement systems to purchase materials or services for the operations of the business and this process had been essential to reduce the paperwork and shorten the purchasing cycle (2005 apud Gunasekaran, 2009).

According to Sitar (2010) the concept of E-procurement would provide a timely information and improve the coordination and collaboration between suppliers, permitting saving costs and time. However, it can bring some risks, such as cultural differences or supplier uncertainty, so the main barrier for this implementation can certainly be the knowledge of the managers, which can drastically facilitate process.

Chapter 3: Methodology and first findings

The main purpose of this chapter is to define the goals of this research and to establish the approach needed. To follow the proposal of the dissertation, it is required a methodology that would be able to confront the researcher's questions and the theoretical composition.

One of the features of this research is a range of data, with different categories and subjects. In this chapter, is important to present all the data and organize it within different subjects, categories and standards, establishing different units of information.

Moreover, based on the samples chosen for this dissertation, the method of the work and features of this research, we concluded that the methodology that best serves those demands and that can justify the findings is the Systematic Combining Methodology, defined by Dubois *et al (2002)*. However, we cannot be focused in this Methodology to define all of this study as a whole.

Based on the main issue of this dissertation, the questions were performed to approach the answers for the design industry and it was essential to a better understanding of the use of online communication tools in this industry.

The present dissertation was realized in different stages presented below:

(1) Initial exploratory study with Top Portuguese Companies, represented in a Social Media Event, to obtain the issue of study, face-to-face (Appendix1);

(2) Face-to-face study with recognized Interior Design (ID) companies in London and New York City (Appendix 6 and 8);

(3) Face-to-face inquiry with Experts in communication and Social Media at Faculdade de Economia of Universidade do Porto (Appendix 3);

(4) The last stage, to obtain 150 inquiries approaching ID Companies (Goal of: 50 answers from Portugal, 50 answers from United States of America and 50 answers from United Kingdom) and conclude the *Status Quo* of Digital Communication for Business in the Design Industry (Appendix 10 and 11).

3.1. Systematic Combining

The case study presented for this dissertation is inspired on the approach of the Systematic Combining approach developed by Dubois & Gadde (2002).

The main concepts presented to build this method are Matching and Direction and redirection (Figure 3).
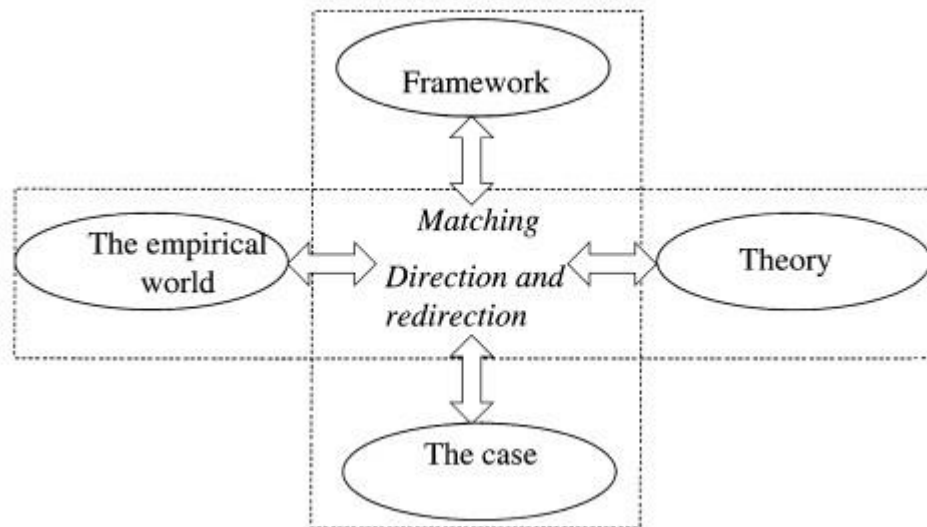

Figure 3 – Systematic Combining

Source: Dubois et al, 2002

The Matching is *"about going back and forth between framework, data sources, and analysis. It constitutes one of the foundations of systematic combining"* (Dubois and Gadde, 2002). On the other hand, the Direction and redirection *"evolved as a typical feature in our example. These processes affect, and are affected, by four factors: what is going on in reality, available theories, the case that gradually evolves, and the analytical framework"* (Dubois and Gadde, 2002).

According to Dubois and Gadde (2002), Systematic Combining Process is important to create new theories and evolve simultaneously a theoretical framework, empirical fieldwork, and case analysis for a specific study.

After this description of the process, it will be essential a better explanation of the work stages and the motivation for the theme of this dissertation. The main motive for the choice of a research in the area of Online Marketing Communication was the Company where the author is working, as one of the responsible for the Online Marketing department and Sales. Inside of this company, the Sales are growing by the implementation of Online Strategies and it would be important to understand how different companies recognize the new age of Digital Communication.

According to the stage referred above, the first step to approach the main theme of this study was a questionnaire applied at an event in Lisbon, named E-show that joins recognized Portuguese companies which are implementing Online Marketing Strategies in their business activity (Appendix 1). The companies enquired were Vodafone, Portugal Telecom (PT), Seur, DHL, EasyPay, iolNegócios, Chronopost Portugal and Hello Media Group and others (Appendix 2).

After this first research, we performed a new questionnaire to approach two different markets: New York City (New York, USA) and London (UK) in order to understand a sample in terms of Digital Communication for these countries (Appendix 6 and 7).

In addition, a second research was performed where we inquired two Digital Communication's Experts at Faculdade de Economia da Universidade do Porto: Beatriz Casais and Teresa Fernandes; the result is included in the first review for the theme of this thesis (Appendix 3, 4 and 5).

This first approach of the theme was accomplished with no literature review, only with the proposal to have a general view of the marketing innovative tools in digital communication. In the next step of the empirical research we concluded a literature review, the findings were applied to new questionnaire that allowed comparing the results of this study with other empirical studies from the past. The layout of the questionnaire presented some references such as: Narayanan *et al* (2012); Escamilla and Vásquez (2014), Zhu and Kraemer (2005); Zhu et al (2006); Picoto *et al* (2012); Lipia¨inen (2014).

This exploratory approach inspired in the Systematic Combining methodology was crucial to the design of the questionnaire to US and UK Markets (Appendix 10), also for the Portuguese Market (in Portuguese) (Appendix 11) with the aim to obtain 50 answers from interior designers, architects or design stores in each Market and understand the differences in terms of Digital Communication.

Chapter 4: Empirical results

4.1. Conceptualization

This thesis has the main objective to understand the *Status Quo* of innovation in digital communication in countries with distinct business environments. This section will contain the framework for the empirical analysis. Section 4.2 presents literature review related to each research question, which was used to create questionnaires. Section 4.3 explores the general findings of this research and section 4.4 presents some specific findings, focusing in differences among companies.

4.2. Framework

The purpose of this section is to define specific links between the literature and each research question with the main purpose of understanding the utilization of online channels for business activities and the *Status Quo* in terms of Online tools to communicate in different Countries.

Nowadays, several studies and authors conclude that Internet and digital tools have a high number of users, and it is still growing every day (Spada, 2013).

We can summarize some issues addressed in the literature as follows:

a) Some authors (e.g. Gabrielsson, 2010) refer to the potential important role of the Internet in international marketing. Therefore, we decide to check if companies are using the web to help the process of selling (or marketing activities).

b) Others (e.g. Constantinides, 2004) conclude that digital tools increase business performance with less financial and human resources. It is important to analyze if companies are trying to have a global reach for free.

c) Laing (2013, p. 67) argues that "*skills such as website construction; maximizing the potential of social media such as Facebook and Twitter; Search Engine Optimization (SEO); mobile applications; customer conversion and knowledge of digital analytics for evaluating the effectiveness of digital approaches are among the most important*

digital marketing skills. Some digital tools can have a strong potential for digital communication and it is a main question to understand the Status Quo in terms of the use and strong potential of online tools to communicate.”

d) One strand in the literature (e.g. Samson, 2014) has found that online marketing is the way that contributes to the growth of brand notoriety. This is an important issue to study in the questionnaire. Samson (2014) also argues that digital communication is a way to make decisions and facilitate purchases, capitalizing this global online trend as a top priority for entrepreneurial companies.

f) Rawat et al (2014) conclude that strategies across social media platforms can work together harmoniously. Therefore, we decide to investigate which social platforms companies are working with and if they are using cross media or transmedia strategies to communicate.

Within the context presented, digital communication can offer a good solution to interact with clients or suppliers. The online possibilities are growing and companies are establishing relationships through the web in order to increase the company profit.

The main aim of the thesis is to answer the two initial questions of the study:

(1) How can we measure the Innovation and use of innovative tools in the communication?
(2) How can we use the Digital communication for Business in terms of B2B and B2C?

We want to understand the behavior of the companies studied within the industry chosen, in terms of digital communication. In the present case, we will explore differences according to the Country of Origin and Type of Company. In other words, it means that:

- In the country level – we will see different business environments such as Portugal, UK and USA;
- In the Type of Company – we pretend to check if answers are the same for companies selling to final customers, to other companies or both;

To follow a better understanding of the questions above, the figure below is trying to make a representation of some of the research questions and integrate in a conceptual model (Figure 4).
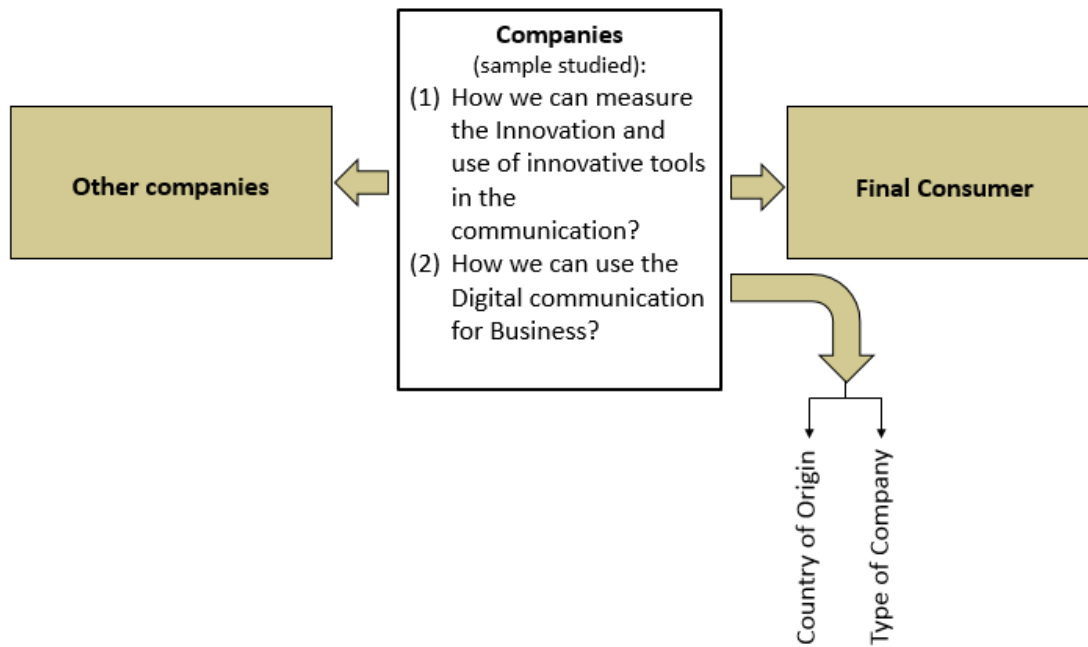
Figure 4 - Framework of analysis

Source: Own elaboration

4.3. General findings

The purpose of this section is to disclose the general results of the main questionnaire, applied to the companies in the area of design, to see the impact of Digital Communication for Business. First of all, we decided to explore the results as a whole, for each question.

Approaching one of the main themes studied for this dissertation, we should understand the percentage of companies using the web to help the process of buying and selling in this sample (Table 1 and 2). The main results obtained for the design industry were:

Use of the web to help the process of buying		
	Frequency	Percent
Never	5	3.2
Rarely	16	10.3
Sometimes	24	15.5
Often	57	36.8
Always	48	31.0
TOTAL	150	96.8

Table 1 - Use the Web – Process of Buying

Source: adapted from SPSS Software - own elaboration

Use of the web to help the process of selling		
	Frequency	Percent
Never	13	8.4
Rarely	14	9.0
Sometimes	28	18.1
Often	50	32.2
Always	45	29.0
TOTAL	150	96.8

Table 2 - Use the Web – Process of Selling

Source: adapted from SPSS Software - own elaboration

- 31% of the companies studied are always using the web to help the **process of buying**.

Also, with a higher percentage of 36.8%, of the companies are often using the web to help this process too (table 1);

- On the other hand, with a minimal difference, 29% of the companies studied are always using the web to help the **process of selling**. And 32.3% often use the web to help the process of selling (table 2);

However, we also recognized some companies in this sample that Never or Rarely use the Web to help the **process of buying** (3,2% and 10,3% never and rarely use, respectively) (Table 1) and 8.4% never use the web and 9% of the companies rarely use the web to help **the process of selling** (Table 2).

In the present analysis it will be interesting to understand the correlation coefficient between the results of the sample analyzed above.

"Correlations of 0.30 or less are spoken of as being small, weak or low and are typically found for different variables (such as depression and social support). Correlations between 0.3 and 0.5 are typically said to be moderate or modest and are usually shown for similar measures." (Cramer and Howitt, 2004, p. 39). In addition, we know that a higher 0.5 level means a strong correlation.

For this specific study, we noticed that factor of correlation, for the use of the web in terms of process of buying and in terms of process of selling, is 0.367[1] that means a **moderate correlation**.

The data presented allows us to conclude that the majority of the companies in study agreed with the importance of usage of the web to help the process of buying and selling and this conclusion is helpful in the context of the current study, allowing us a better understanding of the *Status Quo* for digital communication.

After the first contextualization of this empirical work, it is important to start the analysis of the second part of questionnaire that presents some affirmations regarding some aspects of digital communication for us to understand the level of agreement for each company.

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[1] Data reported from SPSS with the sample in analysis. SPSS: Analyze – Correlate – Bivariate - Spearman

(1) *The purpose of being present in social networks is to generate brand positioning*

The general results for the level of agreement for this sentence allow us to conclude that the biggest part of the companies in the study has agreed that Social Networks can be a great tool to generate brand notoriety. On the other hand, only 1.3% of the companies strongly disagree with the assertion (Table 1 – Appendix 12) (Figure 5).
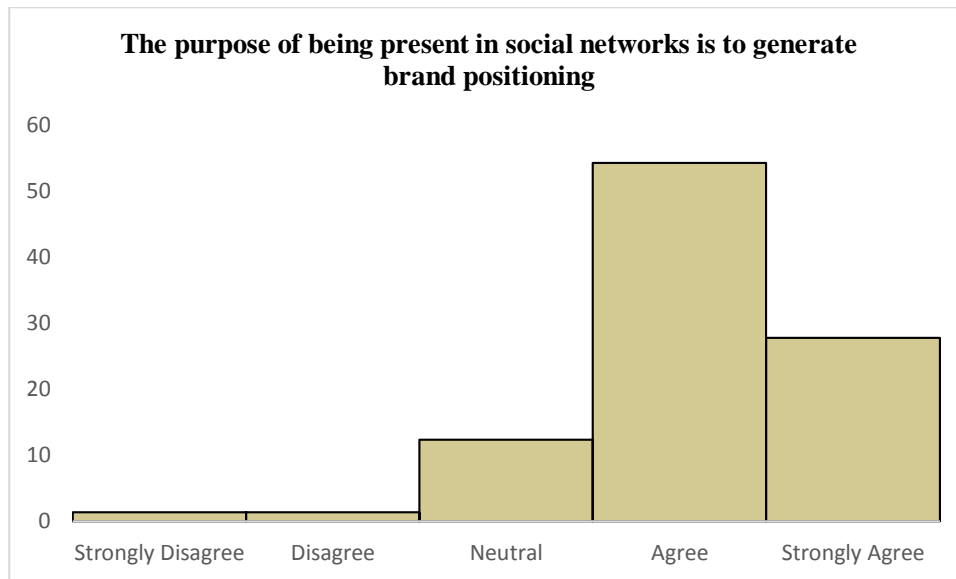

Figure 5- Social networks Vs brand positioning

Source: adapted from SPSS Software - Own elaboration

(2) *The use of social media is appropriated for all brands*

The second sentence created more disagreement between the design companies in the study, wherein about 20% of the companies disagree with the affirmation that Social media usage is appropriated for all the brands. It can be explained by the fact of some industries considering that their stakeholders are not using the Social media to do business. It was also justified in person, with some of the companies interviewed.

On the other hand, a great part of the companies (40.6%) has agreed that Social Media can be important for all the brands (Table 2 - Appendix 12) (Figure 6).
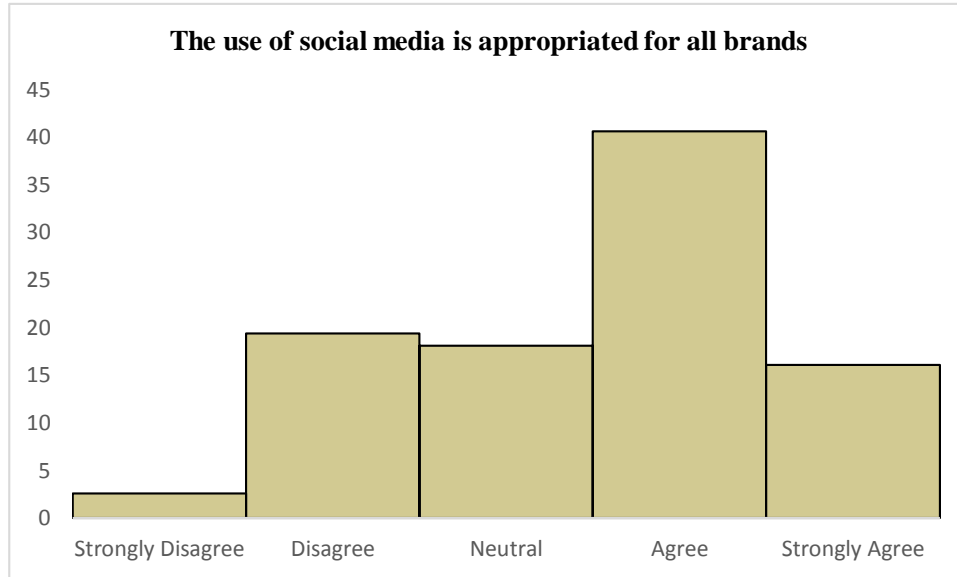
Figure 6 - Social Media for all the brands

Source: adapted from SPSS Software - Own elaboration

(3) *If a company sells to other company, the use of social media by companies is important for achieving marketing strategies and goals*

Regarding the presented sentence in study, with the analysis of the empirical results is possible to understand that more than a half of the sample (52.9%), agreed that Social Media is important to achieve marketing strategies and goals, if a company sells to other company (Table 3 - Appendix 12).

The obtained result confirms the data from the literature review studied in the second chapter of this thesis.

Note: The question was answered by all the companies within the study and not only for the specific companies that work in terms of B2B.

(4) *If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals*

On the other hand, if a company sells to final customers, a higher percentage of the sample have agreed and strongly agreed that the use of social media is important for achieving marketing strategies and goals (Figure 7) (Table 4 - Appendix 12).

Note: The question was answered by all the companies in study and not only for the specific companies that work in terms of B2C.
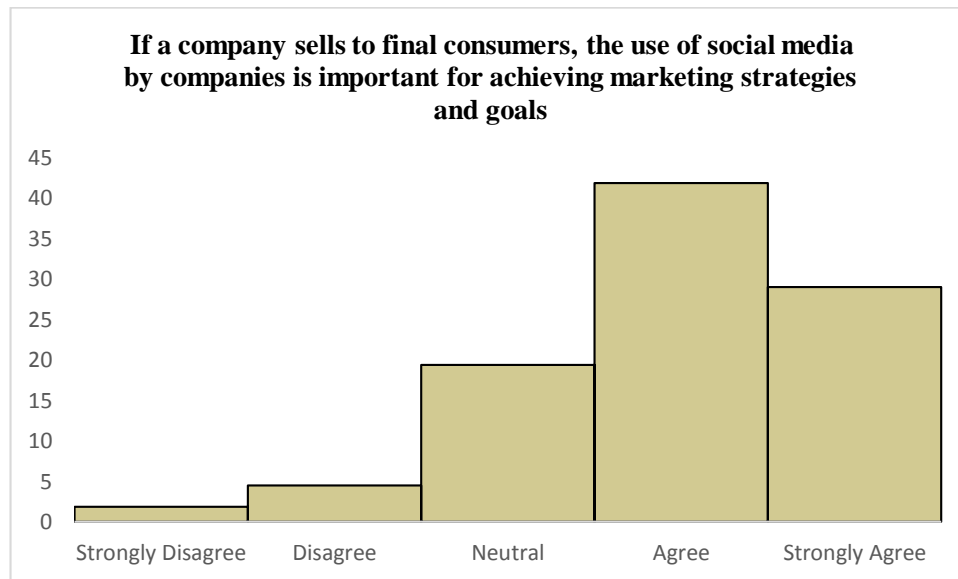
If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals

Figure 7 - Social Media in terms of B2C

Source: adapted from SPSS Software - Own elaboration

(5) *The amount of technology will facilitate social media usage and improve the process of buying*

Analyzing the empirical results obtained after answering this question, we can conclude that the relation between the processes of buying online will be improved with the amount of technology used with internet access. Wherein, 47.7% of the companies agree with the affirmation performed.

However, 21.9% of the companies have answered neutrally, which confirms that there exist some doubts for the companies to understand if the amount of technology can effectively facilitate the social media usage and improve the process of buying (Table 5 - Appendix 12).

(6) *The biggest advantage of social media is the global reach you can have for free to sell.*

Is notorious that the biggest part of the companies (52.9%) agreed with the present sentence stating that the main advantage of social media is the global reach they can have for free to sell (Figure 8) (Table 6 – Appendix 12).
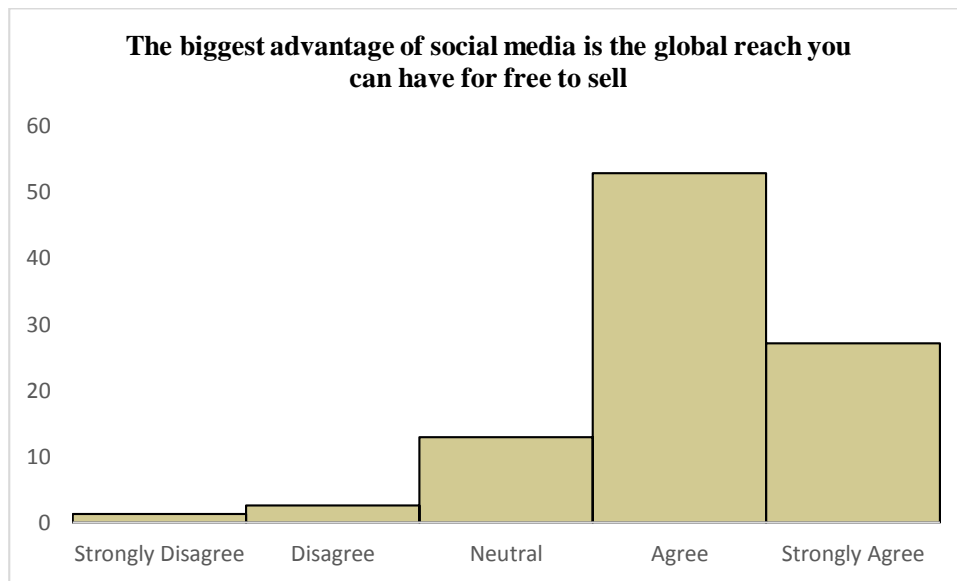

Figure 8 - Social Media Vs global reach for free

Source: adapted from SPSS Software - Own elaboration

(7) *The purpose of being present in social networks is to sell.*

The most part of the companies (41.3%) in study has the idea that the proposal of being present in social networks for different business activities is to sell. However, about 26% of the companies have considered the answer 'Neutral' (Table 7 - Appendix 12).

(8) *The discounts are one of the reasons for my company to buy or start buying online*

The sentence presented above showed some discrepancies, in terms of the general findings obtained. However, the number of companies that agreed with the affirmation is higher comparing with the number of companies that disagree with the sentence regarding the influence of the discount in the purchase decision (figure 9) (Table 7 - Appendix 12).

The discounts are one of the reasons for my company to buy or start buying online
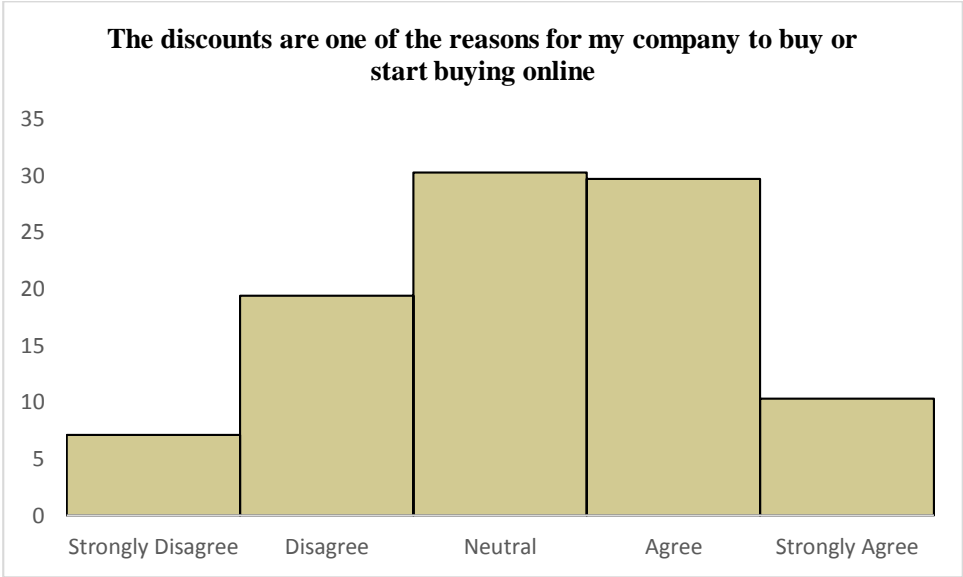
Figure 9 - Discounts Vs purchase online

Source: adapted from SPSS Software - Own elaboration

In this section is also important a general review to present the universe mean for the question in study (Table 3).

	Sample mean	Lower Bound (95%)	Upper Bound (95%)
Q1: Brand positioning	4.09	3.97	4.22
Q2: Social media for all the brands	3.50	3.33	3.67
Q3: Social media to achieve marketing strategies and goals (B2B)	3.69	3.55	3.83
Q4: Social media to achieve marketing strategies and goals (B2C)	3.95	3.80	4.10
Q5: Amount of technology	3.80	3.66	3.94
Q6: Global reach of Social media	4.05	3.92	4.18
Q7: Social networks is to sell	3.40	3.24	3.56
Q8: Discount to sell online	3.17	3.00	3.35

Table 3 - level of agreement - 95% Confidence Interval for Mean

Source: adapted from SPSS Software - own elaboration

With 95% of confidence, for all the cases, the interval for the universe mean is higher than 3, or, in one case, higher or equal than 3 (Table 3). It means a great level of concordance with the sentences presented in our questionnaire.

In the next part of the questionnaire, we developed a range of questions to classify the tools that are considered the most innovative and have strong potential for Digital communication.

Also, is important to present the analysis of mean for the question asked to explain if the companies in study consider the tools innovative (Table 4).

	Sample mean	Lower Bound (95%)	Upper Bound (95%)
Q1: Intranet / CRM	3.81	3.68	3.95
Q2: E-mail	4.38	4.27	4.49
Q3: Social media	4.07	3.94	4.19
Q4: SEO/SEM	3.95	3.80	4.09
Q5: Mobile marketing	3.63	3.49	3.77
Q6: Transmedia / Cross-media Techniques	3.67	3.52	3.81
Q7: Blended marketing	4.13	4.00	4.25
Q8: Augmented Reality	3.32	3.18	3.46

Table 4 - Innovative tools - 95% Confidence Interval for Mean

Source: adapted from SPSS Software - own elaboration

With 95% of confidence, for all the cases, the interval for the universe mean is higher or equal than 3. It means that all the tools presented in our questionnaire were considered as innovative tools to communicate online (Table 4).

Comparing all the results, is possible to understand that (Appendix 14):

- E-mail was considered the strongest tool for Digital communication in the general findings of this study, with 48% of the companies strongly agreeing with the potential of this tool (Table 2 - Appendix 14). Also, the universe mean presented, with 95% of confidence, is higher or equal than 4.27 (Table 4).

- On the other hand, it is possible to conclude that Augmented Reality and Mobile Marketing have the lowest perceived impact in terms of innovative online tool for business (Appendix 14), but with mean higher than 3 (with 95% of confidence).

It is also important to understand the interaction of the companies in our study with their stakeholders, as well as their behavior in terms of Country of Origin and Type of company. We will analyze the hypothesis in the next section of this dissertation (Table 9).

In a next section of the questionnaire, we asked how frequently the companies comment or answer to comments in social media. (Table 1 - Appendix 15).

Also, in this section is important to refer the universe mean and compare the results obtained.

	Sample mean	Lower Bound (95%)	Upper Bound (95%)
Q1: Comment or answer to comments	3.25	3.03	3.46
Q2: Create non-business related contents to engage with clients	3.11	2.92	3.29
Q3: Use cross and transmedia strategies to communicate	2.95	2.76	3.15

Table 5 - Online strategies - 95% Confidence Interval for Mean

Source: adapted from SPSS Software - own elaboration

With this question, with 95% of confidence, it was proved that a higher number of companies are commenting or answering to comments, with the interval for the universe mean higher than 3. On the other hand, regarding the companies that create non-business related contents to engage with clients and using cross and transmedia strategies to communicate, with 95% of confidence, the interval for the mean is lower than 3 (lower bound) (Table 5).
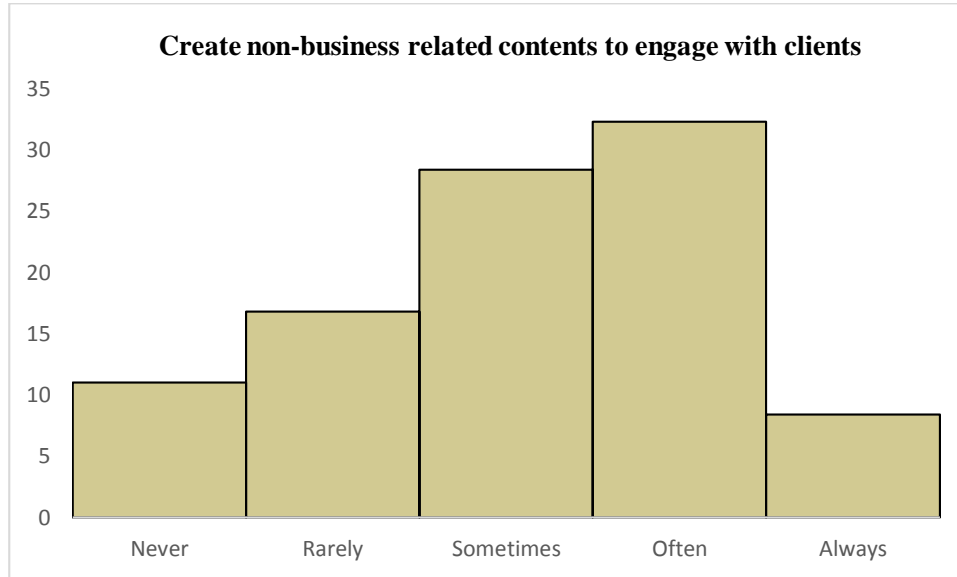
Figure 10 - Creating non-business related contents to engage with clients

Source: adapted from SPSS Software - Own elaboration

In the last question of this section from the main questionnaire, it is important to refer that the number of companies that sometimes and often are using transmedia strategies to communicate is approximately 27.7% of the companies in study. On the other hand, the number of companies in study that always uses these strategies is lower than the companies that never use (Table 3 - Appendix 15).

Finally, it is essential to know how often sample in study are using social networks to engage with the clients (Appendix 19). Presented initially with the interval for mean, with the following table 6:

	Sample mean	Lower Bound (95%)	Upper Bound (95%)
Q1: Facebook	3.17	2.93	3.40
Q2: Twitter	2.45	2.21	2.69
Q3: YouTube	2.20	1.98	2.42
Q4: Blogs	2.65	2.43	2.86
Q5: Photo and video-sharing	3.49	3.29	3.69
Q6: Widgets and applications	2.05	1.88	2.23
Q7: Other Social networks/platforms	2.97	2.76	3.18

Table 6 - use of social networks - 95% Confidence Interval for Mean

Source: adapted from SPSS Software - own elaboration

(1) Facebook

The lower bound of the universe mean is lower than 3, with 95% of confidence (Table 6). Here, the Facebook brought some mixed results, with approximately the same number of companies that always use (23.2%) and, on the other hand, who never use (21.3%) the Facebook to engage with its clients (Figure 11).

According to Li (2015), several studies have shown that this network is related to a higher degree of negative social competence and physical attractiveness that if combined with time pressure, can have a bad result online. For these reasons, some companies have agreed with the non-use of this Social Network in their business activity.
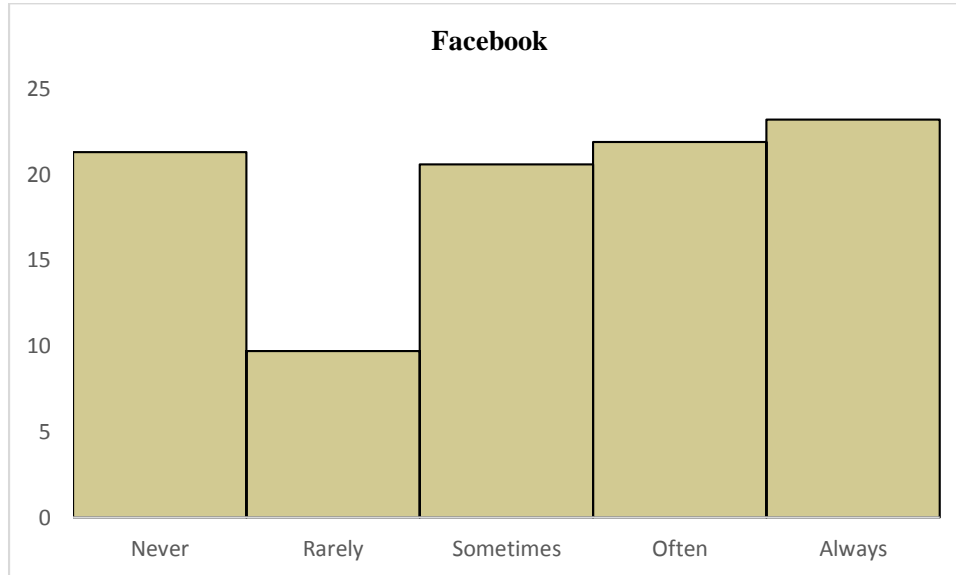
Figure 11 - Facebook

Source: adapted from SPSS Software - Own elaboration

(2) Twitter

According to Laing (2013) Twitter is one of the most recognized Social Networks.
However, the analysis of the sample in study allowed concluding that 40% of the companies in the design business Never used the Twitter in their daily activity (Table 2 - Appendix 17).
Also, even the upper bound of the confidence interval for the mean, with 95% of confidence, is lower than 3 (Table 6).

(3) YouTube

Like the Twitter's network, YouTube is considered one of the trends in the new digital environment.
We conclude that 44.5% of the companies never used this network. And, in terms of interval for the universe mean, with 95% of the confidence, the lower bound is lower than 2 (Table 6).
In the next chapter we will study the result in terms of country of origin, and it will be important to understand if exists some differences among the countries in study (Table 3 – Appendix 17).

(4) Blogs

The use of blogs lies on the creation of content of the interest of the stakeholders.

Regarding this network we have noticed that the biggest part of the companies never creates content to engage with the clients, with upper bound of the mean lower than 3. However, about 18% of the sample companies creates content daily (Figure 12).
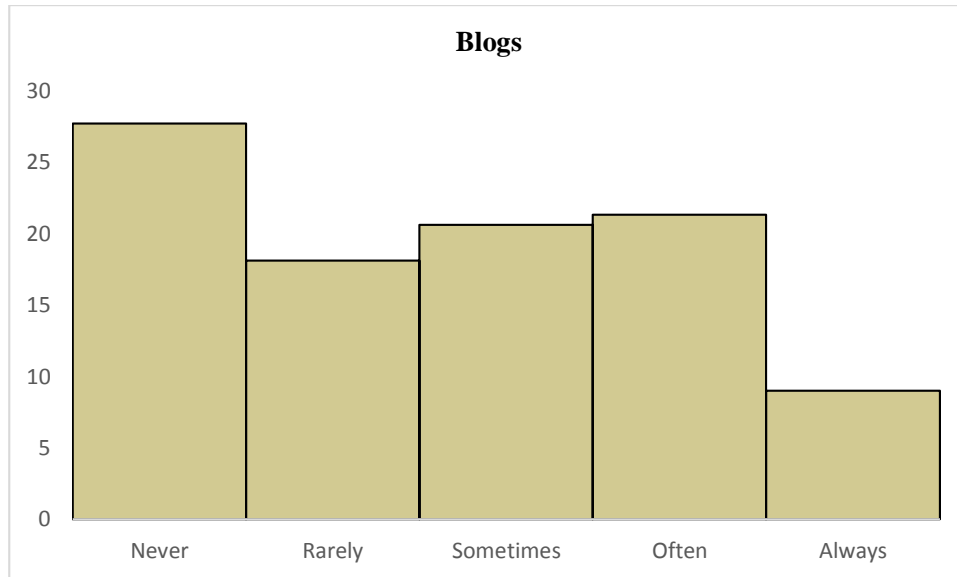

Figure 12 - Blogs

Source: adapted from SPSS Software - Own elaboration

(5) Photo- and video-sharing

In terms of photo and video sharing, which includes all the platforms that allow the clients sharing some content in photo and/or video. In this analysis is possible to understand that more than 50% of the companies in study use some platforms to share content about its business activity (Table 5 – Appendix 17).

Also, with 95% of confidence, for this online tool, even the lower bound of the interval for the universe mean is higher than 3 (Table 6). It allow to conclude a higher usage for this tool, compared with the other tools in the study.

(6) Widgets and applications

According to Book *et al* (2014), user interface could be used through the widgets provided on the pages of the companies. We also recognized that web applications are challenged to interact with user and it includes the widgets on the web pages.

With the analysis of the data collected is possible to see that biggest part of the companies, 40% of the sample, never use widgets in their website or any kind of web application (Table 6 – Appendix 17). With 95% of confidence, for the use of this tool, it presents a lower bound for the interval for the mean lower than 2 (Table 6). This was the smallest sample mean in the study.

(7) Other Social Networks/Online platforms

The present results had shown that some of the companies in study are using other social network or online platforms.
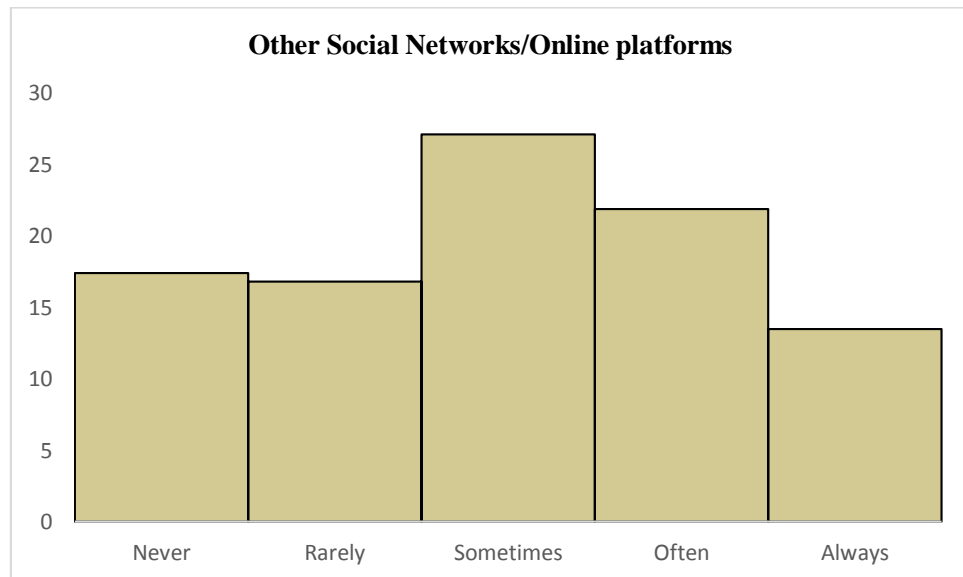
Figure 13 - Other Social Networks/Online platforms

Source: adapted from SPSS Software - Own elaboration

It was possible to conclude that a part of the companies in study are working with LinkedIn for their business activities, per the review on the phone and last research. According to Chiang *et al* (2015) the online community from LinkedIN has grown and it has been considered one of the most successful social networks as a professional network on the web (2013, Chiang *et al*, 2015).

Other Social Network that can be considered for this general analysis is Houzz, one of the most recognized online platforms for Design Business, in the United States. Some studies had shown that this network have more than 3,300,000 registered users [2] from United States as Interior designers, architects and other professionals from the same business area.

In the next sections, it will be possible to analyze some specific findings, that can provide us with a better explanation of the results in different levels of study (Country level and Type of Company level) and an understanding of the questions emerged.

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[2] Search on www.houzz.com, last access 13-09-2015

4.2. Some specific findings

Starting a review of the specific data, is important refer the initial public represented in the sample, in terms of Country of Origin, with 50 companies from United States of America, 50 from United Kingdom and 50 from Portugal, in a total of 150 companies studied.

This fact allow us to define three different levels of study in terms of Country of Origin and understand the main differences between them, in the following sections.

In a second analysis in terms of the level of study, it was possible to analyze the Type of business for the companies that are listed in this empirical study and understand if they are working in terms of Business to Business (B2B), Business to Consumer (B2C) or both.

In terms of firm level, there were selected some companies with the same business activity (Interior Design Company, Architectural Company, Design Store, Design Restaurant), but with different Type of Company (B2B, B2C, or both).

To follow the layout shown above, it was described that this study has 150 companies represented – 50 from each market of the USA, UK and PT – and it will be a great base to study the differences between the economies represented.

In the next part of the initial results, with this specific analysis in terms of Type of Company, it was possible to conclude that the main public is working in their business area in terms of B2C (64.5% of the Total of the samples sells to final consumers or both, but more to final consumers).

On the other hand, about 22% of the sample studied work in terms of B2B (representing the companies that sells to other companies or both, but more to companies). Is also important understand that 16 companies represented in the sample are working in terms of B2B and B2C in their business activity (10.3% of the companies sells to other companies and final consumers at approximately the same proportion) (Table 7).

Your company sells to:		
	Frequency	Percent
Other companies	13	8.4
Both, but more to companies	21	13.5
Both, approximately the same	16	10.3
Both, but more to final consumers	23	14.8
Final consumers	77	49.7
TOTAL	150	96.8

Table 7 - Type of company analysis

Source: adapted from SPSS Software - own elaboration

Regarding the second part of the questionnaire, and with the level of agreement in each sentence presented, is important to understand some main differences between the levels of study for the questionnaire.

In addition, to a better understanding of the results is important to see if the hypothesis of sentences that reject or do not reject the H0 (Table 8):

	Country of Origin (CO) and Type of Company (TC)	Asymp. Sig. (CO)	Asymp. Sig. (TC)	Hypotheses (CO)	Hypotheses (TC)
Q1: Brand positioning	Q1 Reject H0 If Asymp. Sig. < 0.05	0.467	0.207	Do not Reject H0	Do not Reject H0
Q2: Social media for all the brands	Q2 Reject H0 If Asymp. Sig. < 0.05	0.852	0.532	Do not Reject H0	Do not Reject H0
Q3: Social media to achieve marketing strategies and goals (B2B)	Q3 Reject H0 If Asymp. Sig. < 0.05	0.425	0.387	Do not Reject H0	Do not Reject H0
Q4: Social media to achieve marketing strategies and goals (B2C)	Q4 Reject H0 If Asymp. Sig. < 0.05	0.286	0.467	Do not Reject H0	Do not Reject H0
Q5: Amount of technology	Q5 Reject H0 If Asymp. Sig. < 0.05	0.338	0.248	Do not Reject H0	Do not Reject H0
Q6: Global reach of Social media	Q6 Reject H0 If Asymp. Sig. < 0.05	0.015	0.491	Reject H0	Do not Reject H0
Q7: Social networks is to sell	Q7 Reject H0 If Asymp. Sig. < 0.05	0.000	0.291	Reject H0	Do not Reject H0
Q8: Discount to sell online	Q8 Reject H0 If Asymp. Sig. < 0.05	0.487	0.865	Do not Reject H0	Do not Reject H0

Table 8 - level of agreement - Kruskal Wallis test

Source: adapted from SPSS Software - own elaboration

The purpose of the Kruskal Wallis analysis is to test if means for the sub-samples are equal (H0) against the hypothesis of at least one being different. This is done to determine if there are statistical differences in terms of country of origin and type of Company using this non-parametric approach, suitable to ordinal variables like ours. In the specific results presented above, all the results for the Type of Company, do not reject H0.

With the review of all the results for the level of agreement that was listed, it was possible to conclude that main part of the results do not reject H0 and it is important the understanding of the differences presented for the Question 6 and 7, in terms of Country of Origin (Table 8).

To explain the results obtained, we will analyze the specific charts with the results for the question 6 - The biggest advantage of social media is the global reach you can have for free to sell. – and question 7 - The purpose of being present in social networks is to sell. To a better understanding we present the results in terms of country of origin and we will present the main differences between them.
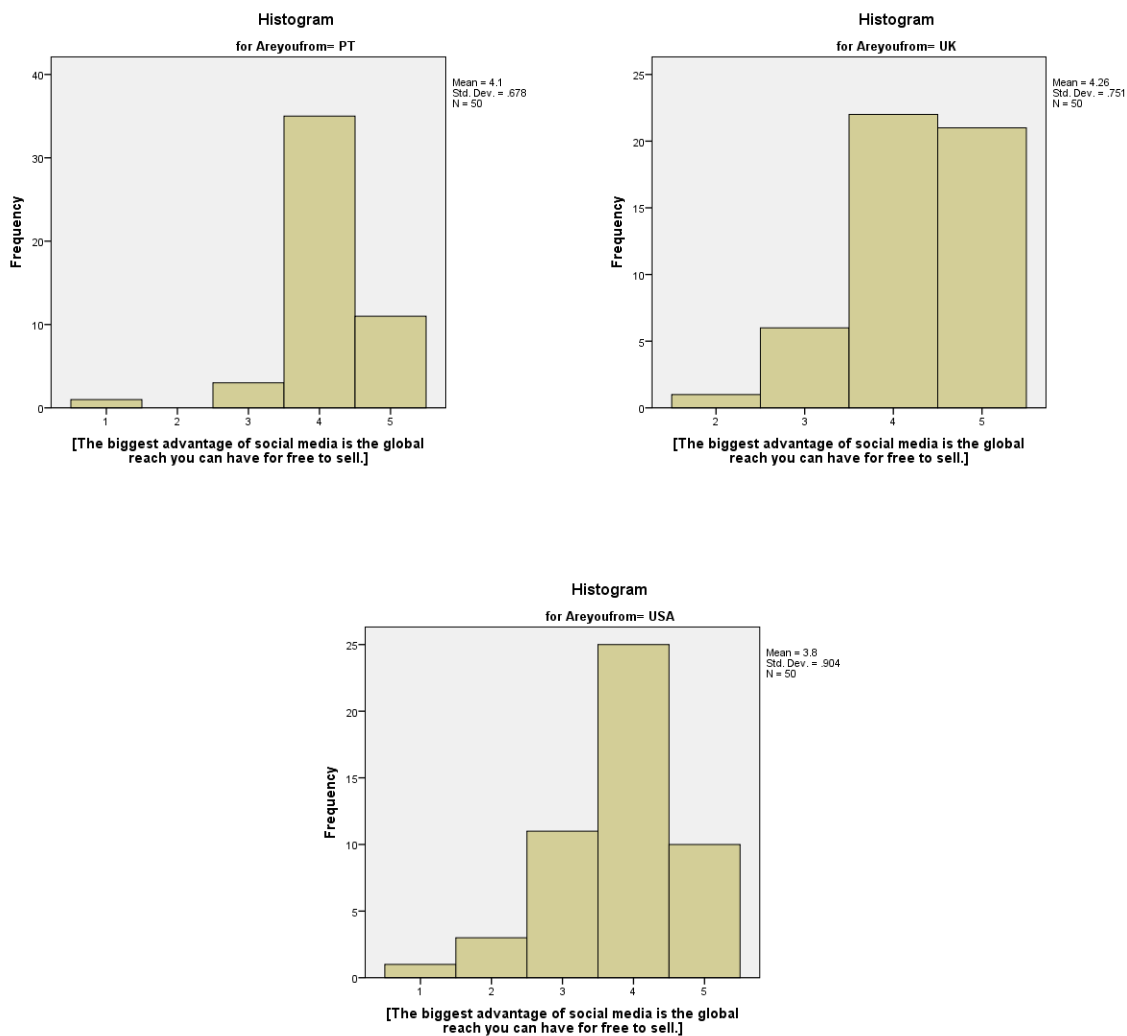
Figure 14 – Global reach of social media for free to sell.

Source: adapted from SPSS Software - Own elaboration

With the specific analysis presented, we can conclude that in UK market the mean is higher in terms of level of agreement with the sentence *"The biggest advantage of social media is the global reach you can have for free to sell."*, with mean equal to 4.26 (Figure 14).

In the question 7, that also reject H0, we can conclude that in Portugal, represented a higher number of companies that agree with the sentence that *"The purpose of being present in social networks is to sell."*, with mean of 3.98. On the other hand, in UK and USA, the mean is lower or equal than 3.14 (Figure 15).
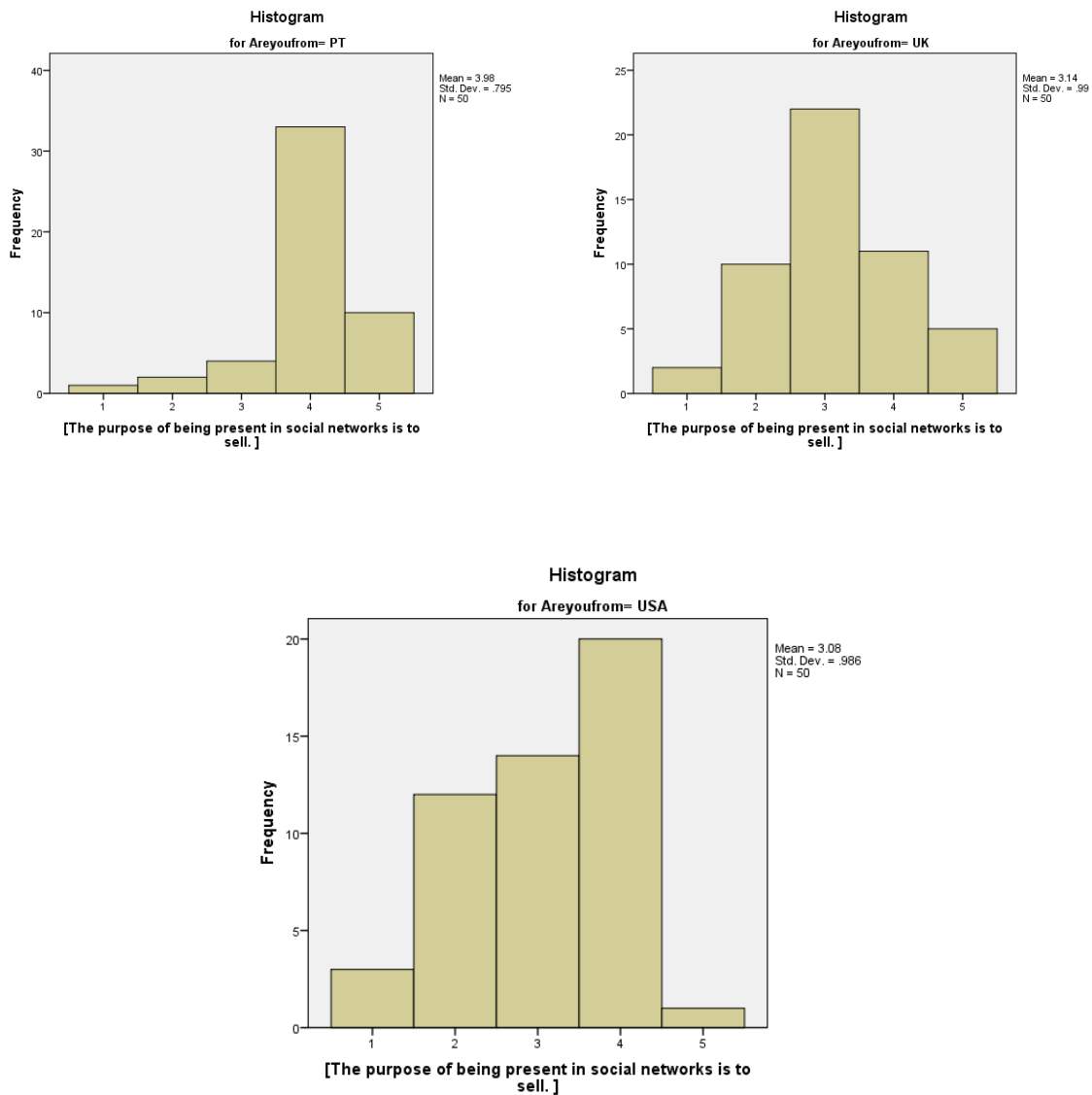
Figure 15 - The purpose of being present in social networks is to sell

Source: adapted from SPSS Software - Own elaboration

In the same question of study, it is also important to understand the differences between the Type of Company (B2B, B2B/B2C and B2C) and level of agreement with each sentence presented in the second question of the main questionnaire. However, we conclude that all of them do not reject H0 and we cannot analyze substantial differences between them (Table 8).

In a general view of this question, is possible to conclude that a higher part of the sample in study understands the proposal of being present in the Social Networks and its importance for business.

Regarding the third part of the questionnaire there were presented some tools considered innovative for Digital communication and, it was performed a specific analysis.

To a better understanding, is important to list all the questions performed in our questionnaire as innovative tools to communications and analyze the H0 (Table 9).

	Country of Origin (CO) and Type of Company (TC)	Asymp. Sig. (CO)	Asymp. Sig. (TC)	Hypotheses (CO)	Hypotheses (TC)
Q1: Intranet / CRM	Q1 Reject H0 If Asymp. Sig. < 0.05	0.169	0.962	Do not Reject H0	Do not Reject H0
Q2: E-mail	Q2 Reject H0 If Asymp. Sig. < 0.05	0.052	0.557	Do not Reject H0	Do not Reject H0
Q3: Social media	Q3 Reject H0 If Asymp. Sig. < 0.05	0.809	0.270	Do not Reject H0	Do not Reject H0
Q4: SEO/SEM	Q4 Reject H0 If Asymp. Sig. < 0.05	0.053	0.780	Do not Reject H0	Do not Reject H0
Q5: Mobile marketing	Q5 Reject H0 If Asymp. Sig. < 0.05	0.009	0.089	Reject H0	Do not Reject H0
Q6: Transmedia / Cross media Techniques	Q6 Reject H0 If Asymp. Sig. < 0.05	0.000	0.593	Reject H0	Do not Reject H0
Q7: Blended marketing	Q7 Reject H0 If Asymp. Sig. < 0.05	0.875	0.694	Do not Reject H0	Do not Reject H0
Q8: Augmented Reality	Q8 Reject H0 If Asymp. Sig. < 0.05	0.003	0.673	Reject H0	Do not Reject H0

Table 9 - Innovative tools - Kruskal Wallis test

Source: adapted from SPSS Software - own elaboration

With the presented analysis, we can understand that all the questions preformed present a high level of agreement in terms of country of origin and type of company. However, the question 5, 6 and 8, present some differences in terms of Country of Origin.

In terms of country of Origin is possible to analyze the main differences for the questions above. For the Mobile Marketing, is possible to see that in Portugal a higher number of companies have agreed with the potential for this tool.

However, all the cases, presented a high mean for the Mobile Marketing as an innovative tool for digital communication, with mean higher than 3 (Figure 16).
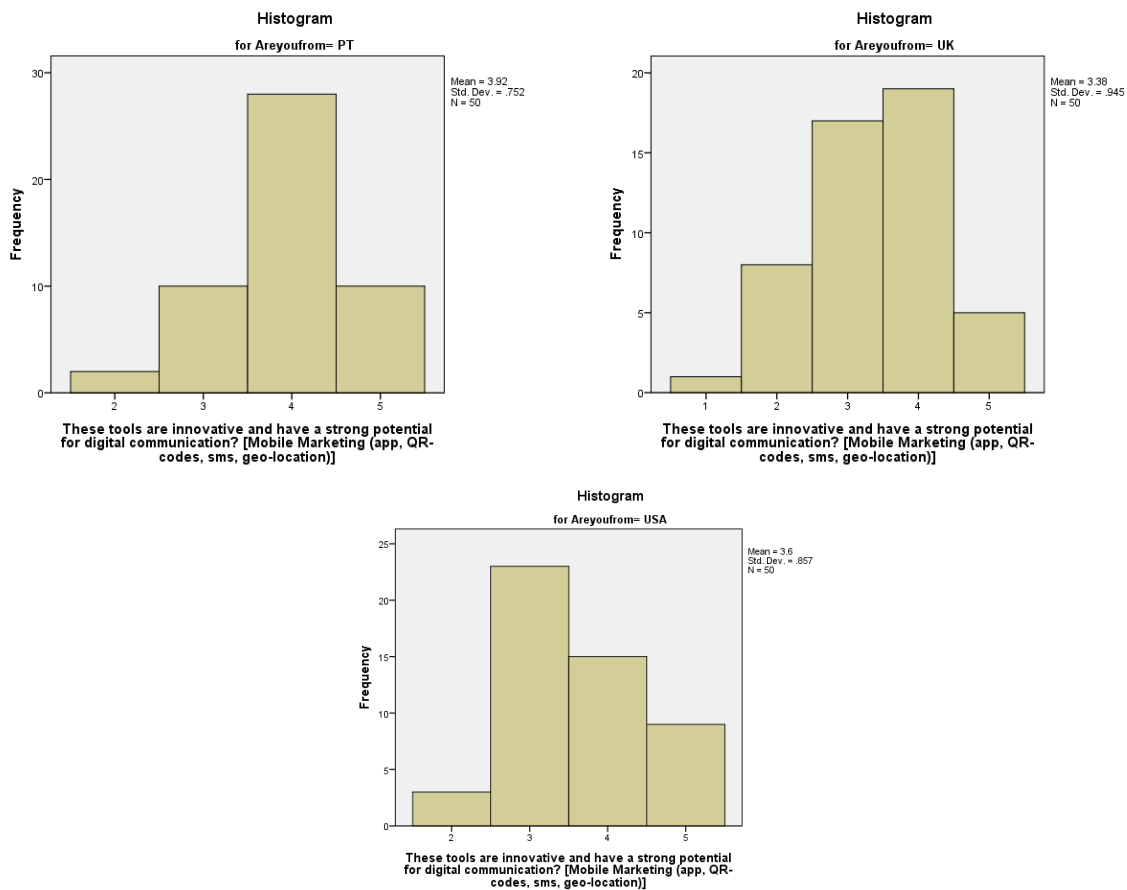
Figure 16 – Mobile Marketing

Source: adapted from SPSS Software - Own elaboration

Also, for transmedia/Cross media Techniques, Portugal presented a high number of companies that agreed with the potential for this tool, presenting the mean higher than 4 (Figure 17).
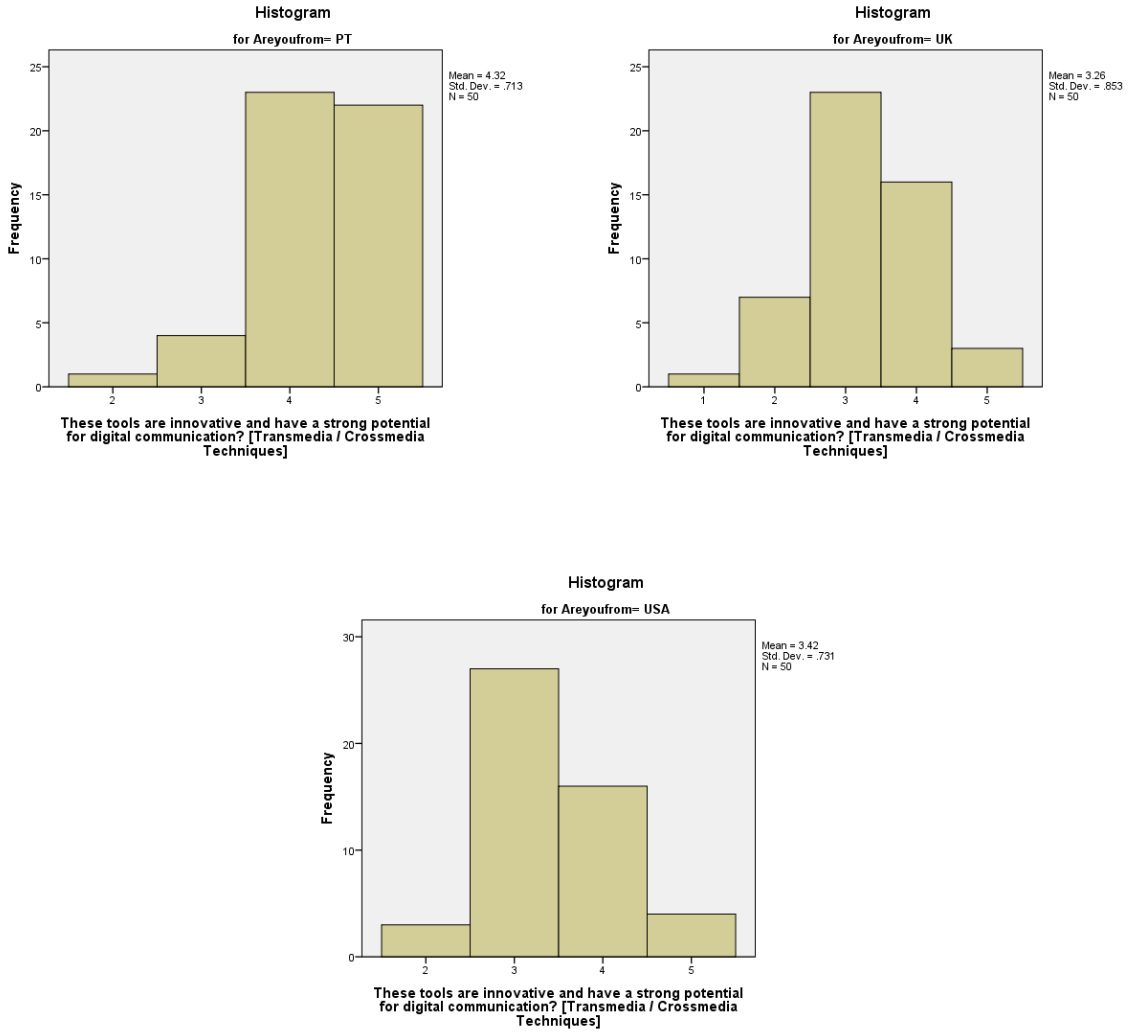
Figure 17

Figure 17 - Transmedia/Cross media Techniques

Source: adapted from SPSS Software - Own elaboration

The analysis of the last question, allow us to conclude that Augmented Reality is also considered an innovative tools in Portuguese market, with mean equal to 3.64 (Figure 18).
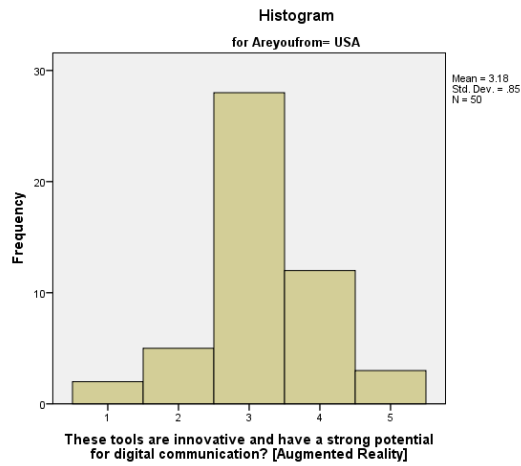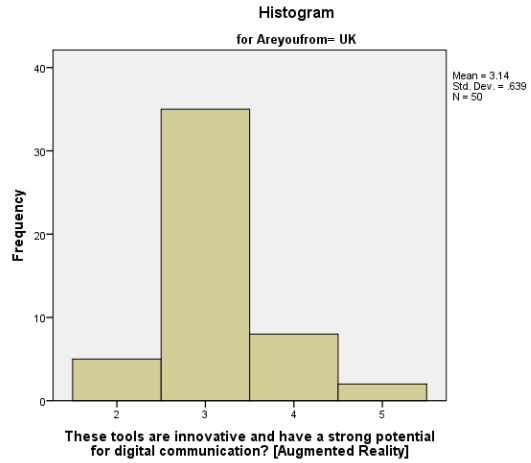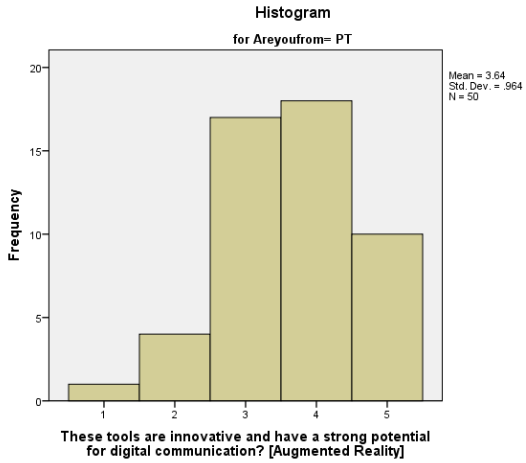
Figure 18 - Augmented Reality

Source: adapted from SPSS Software - Own elaboration

In a fourth part of the questionnaire it is important to understand some tools that companies are using to engage with the clients and the relation that they are keeping through online channels.

It is relevant to understand the differences between the studied markets and type of companies. The results for the hypotheses are presented below:

	Country of Origin (CO) and Type of Company (TC)	Asymp. Sig. (CO)	Asymp. Sig. (TC)	Hypotheses (CO)	Hypotheses (TC)
Q1: Comment or answer to comments	Q1 Reject H0 If Asymp. Sig. < 0.05	0.295	0.219	Do not Reject H0	Do not Reject H0
Q2: Create non-business related contents to engage with clients	Q2 Reject H0 If Asymp. Sig. < 0.05	0.955	0.653	Do not Reject H0	Do not Reject H0
Q3: Use cross and transmedia strategies to communicate	Q3 Reject H0 If Asymp. Sig. < 0.05	0.423	0.868	Do not Reject H0	Do not Reject H0

Table 10 - Online strategies - Kruskal Wallis test

Source: adapted from SPSS Software - own elaboration

The results obtained with the Kruskal Wallis test presented allow us conclude that, in all the cases, in terms of Country of Origin and Type of Company, means are equals and do not reject H0.

In the last part of the questionnaire, is possible to realize the frequency of the usage of the platforms by the companies. And a main question for these results will be studied in the end of this chapter, to explore a specific question of study.

After reviewing some data obtained with the empirical results, we decided to focus in two main results as follow:

- **The internet use for communication will be emphasized in terms of B2C**

Given the opportunity to analyze the data presented below, we identify different perspectives of the use of online tools for communication, and the results in Markets with distinct business economies. The data collected allowed conclude that Interior Design (ID), Architectural and other companies of this business area (sample studied) are using the Web to help the process of

selling in terms of B2C, it does not differ depending on the Country of Origin, and the sentence presented above is supported with regard the process of selling (Appendix 13).

However, in terms of process of buying some samples in Portuguese Market are not following the trend, with a part of the sample, but we can also confirm the sentence (Figure 19).
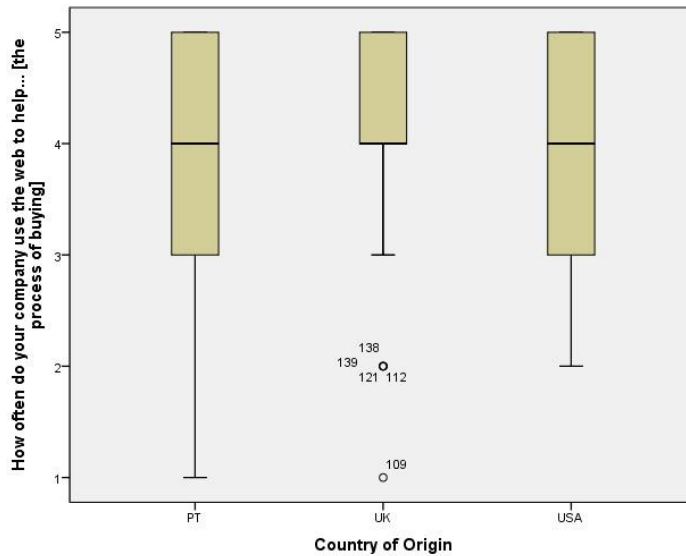

Figure 19- Web to help the process of buying

Source: adapted from SPSS Software - own elaboration

The next chart presented below (Figure 20) allow concluding that the use of Social Media is an important tool for the companies in the Countries studied, to achieve marketing strategies and goals.
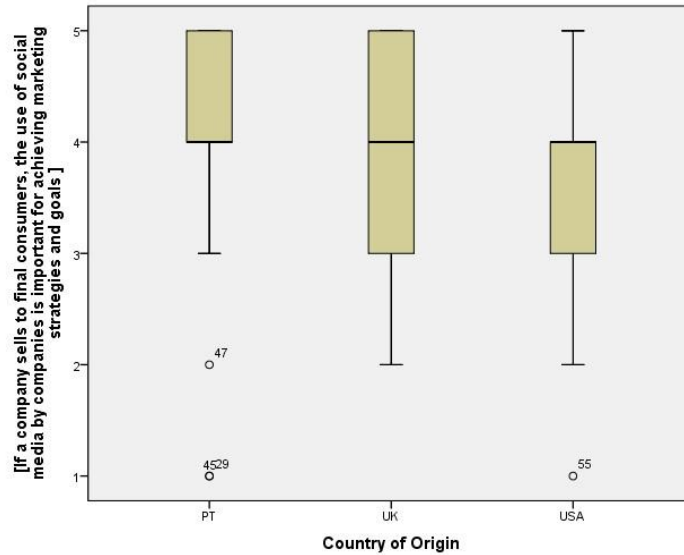
Figure 20 - Social media importance to achieve marketing strategies and goal

Source: adapted from SPSS Software - own elaboration

Also, the amount of technology used by the consumer was considered an important strategy to improve the process of buying in terms of B2C (Type of company Figure 4 - Appendix 13).

Additionally, the use of Digital marketing tools, such as Intranet, E-mail, Social Media, SEO/SEM, transmedia and Blended Marketing strategies were considered innovative and with a strong potential for Digital Communication in terms of B2C (Figure 2 to 8 - Appendix 17).

Furthermore, the second main question to address to a relation between the use of Social Media and the Country of Origin, to approach to a *Status Quo* of innovation on Communication in different economies, is answered with the question below:

- **The use of Social Media is higher in countries with a higher GDP** *per* *capita*

This specific question above can be explained with the analysis of the results in the last question of our questionnaire.

As we referred, the main aim with this section is to understand the *Status Quo* in terms of the use of digital tools in the distinct economies in study.

First, is important to understand the main differences between the economies in study and we decided to focus in a variable to compare them, the GDP *per capita*. In terms of GDP *per capita* in USA it is approximately 53.042USD, in UK is approximately 41.787USD and in Portugal it is 21.733USD[3].

With the data presented for each country, we understand that countries with a higher GDP can also have a higher use of the new technologies and follow some trends in digital communication. However, we will study the data obtained with questionnaire performed and analyze the empirical results.

In the last section, we performed an analysis to explain the level of use of each online tool with the sample in study.

The choice of the tools described, was based in the literature review of the second chapter and per our questionnaires analyzed.

The present section will allow us to have a different perception of the results and to understand the main variation between the countries of origin and Type of Company analyzed.

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[3] Search on www.google.com, last access 13-09-2015

To start a better analysis is important to see if the H0 is rejected in terms of Country of Origin and Type of company, for an understanding of the sample in study and the variance for the use of innovative social networks (Table 11):

	Country of Origin (CO) and Type of Company (TC)	Asymp. Sig. (CO)	Asymp. Sig. (TC)	Hypotheses (CO)	Hypotheses (TC)
Q1: Facebook	Q1 Reject H0 If Asymp. Sig. < 0.05	0.001	0.344	Reject H0	Do not Reject H0
Q2: Twitter	Q2 Reject H0 If Asymp. Sig. < 0.05	0.000	0.159	Reject H0	Do not Reject H0
Q3: YouTube	Q3 Reject H0 If Asymp. Sig. < 0.05	0.525	0.895	Do not Reject H0	Do not Reject H0
Q4: Blogs	Q4 Reject H0 If Asymp. Sig. < 0.05	0.003	0.411	Reject H0	Do not Reject H0
Q5: Photo and video-sharing	Q5 Reject H0 If Asymp. Sig. < 0.05	0.050	0.897	Reject H0	Do not Reject H0
Q6: Widgets and applications	Q6 Reject H0 If Asymp. Sig. < 0.05	0.545	0.981	Do not Reject H0	Do not Reject H0
Q7: Other Social networks/platforms	Q7 Reject H0 If Asymp. Sig. < 0.05	0.516	0.852	Do not Reject H0	Do not Reject H0

Table 11 - use of social networks - Kruskal Wallis test

Source: adapted from SPSS Software - own elaboration

The present analysis allow us to conclude that the study presented some differences in terms of country of Origin for the questions 1, 2, 4 and 5. We consider that it will be important a specific analysis of the main differences existing for the countries studied (Table 11).
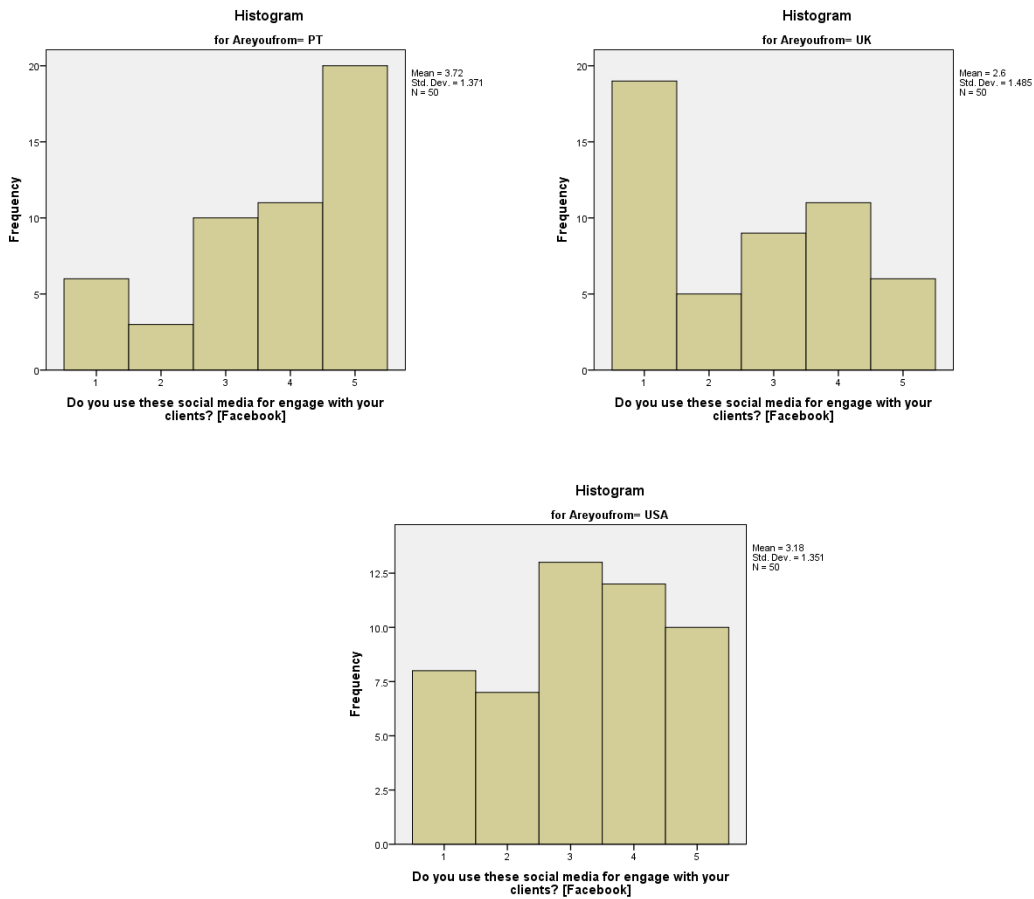
(1) Facebook

Figure 21 - Facebook Vs Country of Origin

Source: adapted from SPSS Software - own elaboration

With the analysis of the table and charts above, it was possible to see the main differences between the countries in study, and understand that Facebook is mostly used in Portugal, that presents a higher mean of use (Figure 21).

In spite of, in the UK Market, a big part of the companies never used the Facebook in their business activity and Facebook was not considered an innovative tool to communication in the Design area in UK (Figure 21).

In terms of types of company, the hypothesis in study do not reject H0 that means all the cases presents the same mean and we cannot define specific differences between them.

(2) Twitter

In a second section will be possible to analyze the use of Twitter and understand the results in terms of country of origin that rejects H0.

The Figure below allows us to see that Portugal is a country that most part of the time never uses Twitter to engage with clients in the Design business. On the other hand, UK presents a higher number of users of this social network (Figure 22).
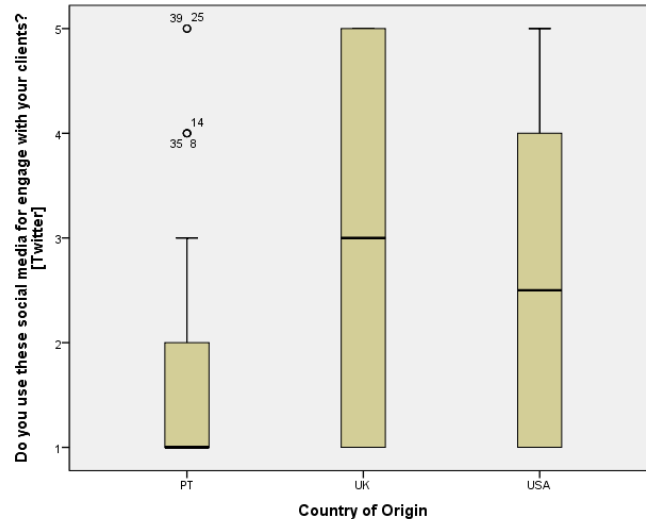

Figure 22 - Twitter Vs Country of Origin

Source: adapted from SPSS Software - own elaboration

(4) Blogs

We analyzed that study of the question 4 have reject H0 in terms of Country of Origin (Table 11) and it reveals that is vital an understanding of the main differences for this tool.

The country that presents a higher usage of the blogs is United Kingdom, with $\mu > 3$ (Figure 23). On the other hand, a high number of companies in different countries exposed that never or rarely use this online tool to communicate (Figure 23).
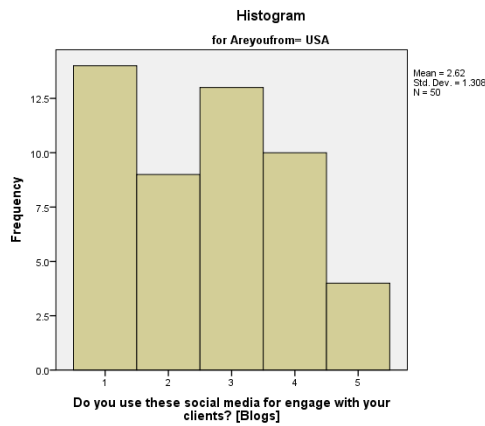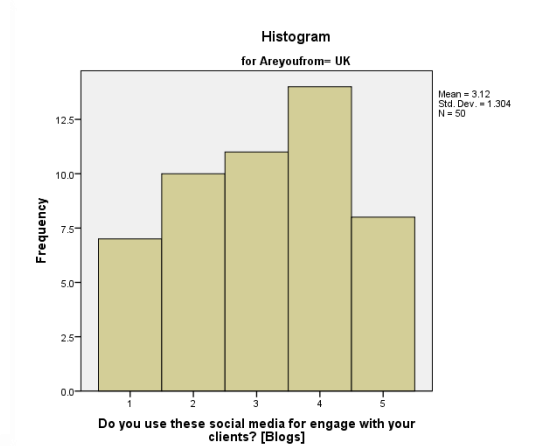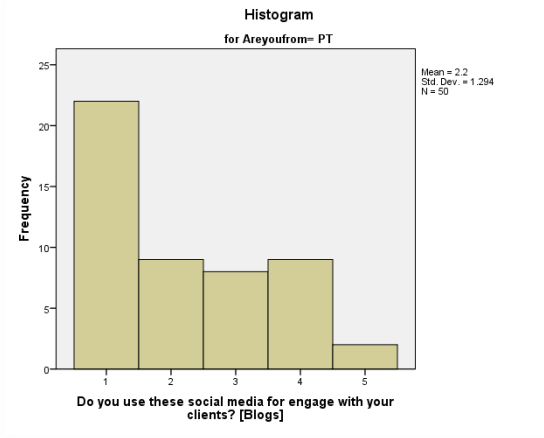
Figure 23 - Blogs Vs Country of Origin

Source: adapted from SPSS Software - own elaboration

(5) Photo- and video-sharing

In a last analysis, we will study the companies representing the sample representative of the use in some platforms or its own website to share digital content, like photos and videos.

All the markets represented use platforms to photo and video-sharing in their business activity, proved per the previous research, with μ>3. However, in the UK Market, the use of this tool is most common (Figure 24).
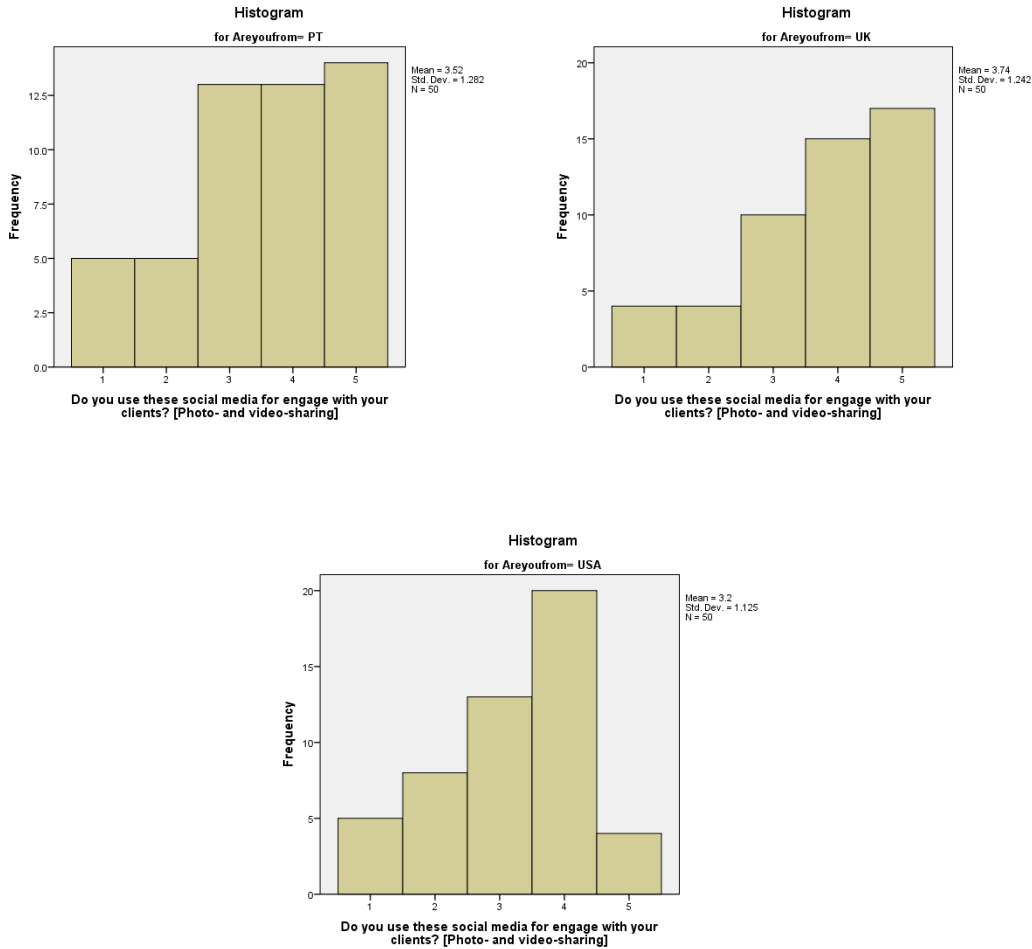
Figure 24 - Photo- and video-sharing Vs Country of Origin

Source: adapted from SPSS Software - own elaboration

In a general view, the main results of this final analysis of the data obtained showed us some controversial results.

Answering to the first question of this section - The use of Social Media is higher in countries with a higher GDP *per capita*, if $\mu \geq 3$ - the data obtained with the sample in study, allow us to understand that in several points or regarding some tools in study, the use of Social Media is lower in countries with a high GDP per capita, with $\mu < 3$ and situations with similar means of use in these countries that represents different economic environments (when Do not reject H0 – Table 11).

The conclusions of this study will be presented in the next chapter 5 and section 5.1 will analyze the main Research findings of this dissertation.

Chapter 5: Conclusion

In the previous chapter, we presented the analysis of the data that represented the sample in study. The structure used in chapter 4 was focused on the analysis of the research questions addressed in the questionnaires performed.

With the present chapter 5, we present the main conclusions of this dissertation, also some contributions and further suggestions to study in the future.

5.1. Research findings

The findings presented in the chapter 4 provided us the knowledge to explain some evidences regarding the digital communication in the actual business environment.

Design industry was the industry chosen for the study and presents some characteristics, such as the complexity of the products or services, lead time to complete the projects and difficulty to adapt each brand or specific pieces for specific projects. Also, we can understand that the use of new technologies and online communication is still scarce.

In a first analysis, it was possible to understand if the companies consider the use of the web in their business activity. More than 30% of the companies (approximate mean) are using the web to help the process of buying and to help the process of selling. The findings indicate that the use of the web had positive effects on business performance and so, it can be considered as a business strategy. The respondents agree that internet has become a strategic part of the business activities.

Second, the study found that companies has considered the benefits of the use of digital communication tools and consider that they can build a better relation and information exchange through digital channels in terms of business. According to the questionnaires performed, the most part of the companies agreed with the potential of online tools for business.

Then, the study has also showed that the use of internet improves communication and can increase the amount of information shared with business partners. However, the most part of the companies in study are not using the most recognized online tools, such as Facebook, Twitter or YouTube, frequently.

To summarize the general findings presented, we build a table to present the tools with a high percentage of agreement regarding each part of the questionnaire studied:

General findings	
Level of agreement	Higher level of agreement: <u>The purpose of being present in social networks is to generate brand positioning</u> and <u>The biggest advantage of social media is the global reach you can have for free to sell</u>. Low level of agreement: <u>The purpose of being present in social networks is to sell</u> and <u>The discounts are one of the reasons for my company to buy or start buying online</u>.
Innovative tools	Most innovative for business: <u>E-mail</u> and <u>Blended marketing</u>. Less innovative for business: <u>Augmented Reality</u>.
Online strategies	Higher use of online strategy: <u>Comment or answer to comments</u>. Low use of online strategy: <u>Cross and transmedia strategies to communicate</u>.
Use of social networks	Higher usage: <u>Photo and video-sharing</u>. Lower usage: <u>Widgets and applications</u> and <u>YouTube</u>.

Table 12 - General findings

Source: Own Elaboration

Overall, it is possible to summarize the main differences in terms of country of origin and Type of Company, and a briefing is presented in the follow tables (according to Kruskal Wallis tests presented and specific studies performed) (Table 13 and 14):

Country of Origin	
United States Of America (USA)	Higher level of agreement: <u>Biggest advantage of being present in Social Media channels is to generate brand positioning</u>. Higher usage: <u>Other social networks/platforms</u>
United Kingdom (UK)	Higher level of agreement: <u>Biggest advantage of Social Media is the Global reach that we can have for free.</u> Higher usage: <u>Twitter</u>, <u>Blogs</u> and <u>Photo and video-sharing.</u>
Portugal (PT)	Higher level of agreement: <u>If a company sells to final consumers, the use of social Media is important to achieve Marketing strategies and goals</u>. Innovative tools: <u>Mobile Marketing</u>, <u>transmedia/cross media strategies</u> and <u>Augmented Reality</u>. Higher usage: <u>Facebook</u>

Table 13 - Country of Origin
Source: Own Elaboration

Type of Company	
Business to Business (B2B)	Higher level of agreement: <u>If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals.</u> Innovative tools: <u>E-mail</u> Higher usage: <u>Twitter</u> and <u>YouTube</u>.
Business to Business/ Business to Consumer (B2B/B2C)	Higher level of agreement: <u>The amount of technology will facilitate social media usage and improve the process of buying</u> and <u>the purpose of being present in social networks is to sell</u>.
Business to Consumer (B2C)	Higher level of agreement: <u>The purpose of being present in social networks is to generate brand positioning, the use of social media is appropriated for all brands</u> and <u>the biggest advantage of social media is the global reach you can have for free to sell</u>. Higher usage: <u>Photo and video-sharing</u>.

Table 14 - Type of Company
Source: Own Elaboration

Note: Only the tools with a higher and representative mean are presented in the tables above.

To follow the main proposal of the study, the thesis has tried to answer the following question: What are the trends of **Innovation in Digital Communication for Business**?

First of all, is important to refer the business area presented for this study that allowed us a better understanding of the Design industry in terms of digital communication.

On the Design industry level, the marketing online and use of digital tools made possible better and cheaper access to knowledge and information to the stakeholders. The companies have agreed with the proposal of digital communication and which benefit is possible to generate. However, the industry still has certain difficulties to implement and use the most recognized online platforms to communicate. Per the capability necessary to adapt, apply, process and generate efficiently the new social platforms to communicate.

In the Design industry, it is possible to refer some of the most used tools to communicate and to understand the *Status Quo* of online communication in terms of country of origin and type of company. In the United States of America, is perceptible the use of other social networks/platforms, such as LinkedIn or Houzz. In United Kingdom, twitter, Blogs and Photo and video-sharing, are some of the ways presented to communicate online in design industry. On the other hand, Portugal presents a higher usage of the Facebook in its business activity. In some cases, the countries with a higher GDP per capita can have a lower investment of resources in social networks per the investment in advertising.

In terms of type of company, in B2B the tools most used are twitter and YouTube, as a channel to share projects and communicate. In terms of B2C, per the previous work, is possible to understand that photo and video-sharing is a manner to present the innovative products or services by the companies in study that works mostly to final consumers.

It allows us to conclude the main differences in distinct levels of study for the design industry, in regards of the innovation for online tools to communicate.

To conclude, it is hoped that the project can respond to the many issues related to implementing technology and the trends in terms of the use of different ways to communicate online.

We hoped that by taking this different approach and in future researches, can demonstrate the trends in distinct business activities, and prove the importance of the digital marketing in a climate of competitiveness and rapid change.

5.2. Limitations of the study

With the evaluation of the present study, reliance of the findings to understand the *Status Quo* of the digital communication is arduous to prove.

This is justified per the qualitative research that request an amount of content to interpret by the researcher.

One of the most limitations of the study is the business segment chosen that not allow us to have a general Status of the digital communication for business, but in a limited sample in the design segment.

Another limitation of the study is related to the database and the location of the companies used as a sample for the study. This sample of companies are Portuguese, UK and US-based companies that are located in the most recognized cities (Lisbon, London and New York City, in their majority) and present enough notoriety in their business segment.

However, the study was carefully designed to be applied to other industries and it can be helpful to future research.

5.3. Future research and Contributions

As it was referred in the last section, the research presented some limitations to conclude the general *Status Quo* for business. Therefore, we recommend a future research with another business segments. Also, the analysis in different countries and economics environments. In future research also can be studied another Social Networks or platforms that emerged. Therefore, many possibilities of study can also be an option, and a high number of companies to study will allow a better understanding of the *Status Quo* in digital communication for business.

The value of this study is the contribution to the enlargement of the knowledge in terms of business for the use of new digital tools to communicate, applied to the design segment. The layout of the thesis is designed to provide a better understanding of the new trends in digital communication for business, based in a theoretical framework. The thesis reveals some of the potential of the 'digital world' for business and the strongest tools to use to communicate through the web. Also the study describes the *Status Quo* of the use of these tools for the business activity chosen.

With the study, the researcher proposed an understanding of the effects of digital communication adoption in two main levels of analysis –Country of Origin and Type of Company level. The results could allow an understanding of the *Status Quo* and trends in different levels of the study.

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Attachments

Appendix 1: E-Show Lisbon questionnaire

Market research – E-Marketing | E-Commerce

Questions to do at E-Show – FIL 2014

The main objective for this research is to understand how the companies has been working and improving their sales through the web.

The platforms and social networks used to communicate, to show the novelties, to join online communities, to create buzz, to be where stakeholders are, …

Also as the online communication helps different companies on innovative process – learning online and following the new trends!

1. Basic Questions
   - Which product/services your company offer?
   - How many employees are there?
   - How clients can find your company on the web? Company's name?
   - Which innovation the Brand/products/services bring to the market?
   - Are you working with international markets?
   - How do you work at the office? (Open space?)

2. Which online tools are used by you daily (or should)?

3. How do you find a target market on the internet?

4. What is the innovation on the communication?

5. How your company knows the buzz created on social networks that you work with?

6. Do you know how many videos or digital content your company has created this last year? They shared it?

7. Your company pays advertising on the web? Or create ways to appear online?

Online campaigns:

8. Can you give an example of a campaign which hasn't worked as you had planned? Can you point out the reasons for that failure?

9. Can you supply an example of a successful advertising campaign? What was the strategy and tools implemented that made the campaign successful?

Social Networks for business:

Facebook:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Twitter:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Pinterest:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Instragram:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Youtube:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Vimeo:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Google+:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

LinkedIN:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

StumbleUpon:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Redit:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Tumblr:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Blogs (create content):

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Different online stores:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Appendix 2: E-Show Lisbon questionnaire – some answers

E-Show	The main objective for this research is to understand how the companies has been working and improving their sales through the web. The platforms and social networks used to communicate, to show the novelties, to join online communities, to create buzz, to be where stakeholders are, … Also as the online communication helps different companies on innovative process – learning online and following the new trends!				
People **Questions**	Viva Superstars	hello media group	Seur	DHL	Easypay
City, Country	Lisbon, PT	Lisbon, PT	Lisbon, PT	Lisbon, PT	Lisbon, PT
Name	Eduardo Dias	João Costa	Valter Lemos	Rui Domingues	Joaquim Duarte Silva
Website	www.bviva.com	www.hellomedia.pt	http://www.seur.com/	www.dhl.pt	www.Easypay.pt
Product/service	Oficial social network - Cristiano Ronaldo	Platforms, know how and skilled Human resources	Shipping company	Shipping company	Pagament systems
Employees #	10	(+)100	(+)7000 - Portugal and spain		
Innovation to the Market	yes	yes	yes, online platforms and E-commerce	Good marketing (F1, Raby Mundial Games, Manchester United, etc)	flexible solutions
International Markerts	Around the world	yes	Around the world	yes	Not yet
Open space work					
Online tools	website, social networks,	Google tools, Facebook, Other Social network tools, Advertising (diverse)	several social network	website and linkedIN (other social networks)	LinkedIN and Facebook
Find a target	SEO, Press releases	research		online e offline marketing (experiences)	Website SEO
Innovation on the communication	yes	yes | way to target, obtain and retain new clients	Yes, SMS, working no holidays, etc		website and new on the market
Buzz created	Analitycs, apple tools, ios	with proper Social MEdia tools	Unknown	mailing	own platforms | reports
Digital content last year #	shared	depend on the platform they are published and what kind of tracking do we use	Shared		shared
Pay advertising or SEO	both	both	both	not paid - SEO	not paid
failed Campaigns	short-range				doesn't know
successful Campaigns	shared in different platforms		shared in different platforms		doesn't know
1 - Always | 2- Often | 3 - Sometimes | 4 - Seldom | 5 - Never | 0 - Unknown					
Facebook	1	2	1	5	1
Twitter	1	2	1	3	2
Pinterest	3	3	0	0	3
Instragram	4	3	1	3	3
Youtube	1	3	1	1	1
Vimeo	3	3	0	0	1
Google+	3	3	1	2	1
LinkedIN	2	1	1	1	1
SumbleUpon	5	3	0	0	2
Redit	4	3	0	1	3
Tumblr	5	4	0	0	3
Blogs	1	1	3	4	1
Online Stores	1	2	1	1	2

PT pay	PT Empresas	Vodafone	iol Negócios	Chronopost Portugal
Lisbon, PT	Lisbon, PT	Lisbon, PT	Lisbon, PT	Lisbon, PT
João Pinto	Carla Pereira	D. Cruz	João Andrade	Tiago Ferreira
Www.wallet.pt	www.ptempresas.pt	Www.vodafone.pt	www.iolnegocios.pt	http://www.chronopost.pt/
Pagament systems	Dominium, e-commerce, websites, online stores, …	telecomunication	websites development | online marketing	Shipping company
20	(+)10.000		50	750
Easy payments - first on market		flexible and new soluctions every month	yes, google certificate and actual platforms	New services
Not yet	yes	yes	National focus	yes
yes			some parts	
website, social networks	all social networks | website	website, social networks,	Google, facebook, newsletter	LinkedIN | Twitter
data bases	data bases | Mailing | phone	different tragets with differents campaigns	Data bases	SEO and data bases
new service	caimpagns and specific tools	great comunication strategy	video and what client asked	different with new services
with proper Social MEdia tools (app download)	Google analitycs and own tools	own platforms	Analitycs and own tools	with proper Social MEdia tools
new	shared		Media capital group	shared | youtube
in a near future	both		sometimes	both
not yet		some yorn campaigns	unknown	bad evaluation of the campaign
not yet	adapt for the target	adapt for the target	partnerships	not sure
1 - Always | 2- Often | 3 - Sometimes | 4 - Seldom | 5 - Never | 0 - Unknown				
1	1	1	2	1
1	1	1	3	2
3	0	3	0	4
3	0	3	1	1
1	0	2	1	1
1	0	0	1	1
4	0	1	2	1
1	2	1	1	1
5	0	0	0	0
5	0	0	0	0
5	0	3	4	4
3	0	3	4	1
2	0	1	2	2

Appendix 3: Experts questionnaire

Market research – Web Marketing | E-Commerce

Online Marketing Experts

The aim for this research/inquiry is to understand the point view of the Online Marketing experts and what they think that can work or not for a successful online Marketing strategy for business.

Also to understand, why or how the companies can trust in other companies that only know through the web and how we can generate online notoriety.

They are who can identify which platforms are most popular and used and social networks that people, like Interior Designers and architects, find the best novelties for your projects.

How companies can be find by them?

Thank you so much for you time!

1. Person's name

2. What is for you innovation on communication?

3. Which online tools should be used daily (for business)?

4. Which online tools are not used and you think they should be used by design companies?

5. How do you find a good firm to buy on the web? Push or pull marketing?

6. Do you think is more important videos and images than content to purchase items for ID projects?

7. How we can build strong brands in a modern marketing communications environment?

Online campaigns:

8. Can you give an example of a campaign which you think hasn't worked? Can you point out the reasons for that failure?

9. Can you supply an example of a successful advertising campaign? What were the strategy and tools implemented that made the campaign successful?

Appendix 4: Experts questionnaire – Beatriz Casais

Market research – Web Marketing | E-Commerce

Online Marketing Experts

The aim for this research/inquiry is to understand the point view of the Online Marketing experts and what they think that can work or not for a successful online Marketing strategy for business.

Also to understand, why or how the companies can trust in other companies that only know through the web and how we can generate online notoriety.

They are who can identify which platforms are most popular and used and social networks that people, like Interior Designers and architects, find the best novelties for your projects.

How companies can be find by them?

Thank you so much for you time!

1. person's name

Teacher Beatriz Casais

Meet Teacher Casais

2. What is for you innovation on communication?
The Expert in online Marketing, Beatriz Casais, defined a new model of the Innovation on Communication with some example and the new trends to generate buzz and the brand positioning.
Nowadays is usually some companies are working the branding with an exclusivity way.

Casais suggests the example of "Farfetch – Designer Luxury Fashion for Men and Women", a Portuguese brand that is working in a target, like several international luxury brands. Exclusivity vs ubiquity in Luxury brands was named like a trend.

The commerce online can be open for everyone and it doesn't means that it needs to leave "its exclusivity". A brand can define and generate their notoriety and for a specific online target.

So, it explained that the E-commerce is allowing all the brands sell their products/services in different platforms and increase meeting performance goals and higher Return on Investment (ROI).

3. Which online tools should be used daily (for business)?

Casais suggested that some online tools must be used defining different levels of innovation, for different kind of business.

We can present different levels of innovation like (some companies can use only one tool or join different tools to work for their business):

- Social networks;

- SEO (optimized website);

- Blogs (create content for different targets);

- AdWords;

- APP Mobile;

- Augmented Reality. IKEA example;

- New APP, to replace the business cards. H3 restaurant example.

4. Which online tools are not used and you think they should be used by design companies?

Different ways to improve the online results can be applied for design companies and other kind of business.

The Marketing Expert Beatriz, advise regrading some ways to increase the results in the internet and to improve the online position of the brand:

- Social networks should be updated every day with different content or some changes for each platform/social network (Facebook, Twitter, Google +, Intagram, Pinterest, linkedIn, et al.)

 - Activate the potencial of each network;

- If possible, have a human source to manage the different networks;

- Use of tools to manage the social networks. Example of *Hootsheet - Technology Profile*.

5. How do you find a good firm to buy on the web? Push or pull marketing?

Companies must create *king content* to be found!

This content can allow the companies to appear for their target and to introduce the process of buying. However, brands should keep in mind that all the users/consumers, have now, the increased possibility to manage what they are looking for online.

6. Do you think is more important videos and images than content to purchase items for ID projects?

7. How we can build strong brands in a modern marketing communications environment?

Online campaigns:

8. Can you give an example of a campaign which you think hasn't worked? Can you point out the reasons for that failure?

The most important rule for an advertising is to have the correct message and the receptor understand the message correctly.

Casais didn't refer a specific example for a failed campaign, but she knows several online campaigns that didn't result, because not involved the public.

9. Can you supply an example of a successful advertising campaign? What were the strategy and tools implemented that made the campaign successful?

Appendix 5: Experts questionnaire - Teresa Fernandes

Market research – Web Marketing | E-Commerce

Online Marketing Experts

The aim for this research/inquiry is to understand the point view of the Online Marketing experts and what they think that can work or not for a successful online Marketing strategy for business.

Also to understand, why or how the companies can trust in other companies that only know through the web and how we can generate online notoriety.

They are who can identify which platforms are most popular and used and social networks that people, like Interior Designers and architects, find the best novelties for your projects.

How companies can be find by them?

Thank you so much for you time!

1. person's name

Teacher Teresa Maria Rocha Fernandes Silva

Meet Teacher Teresa Fernandes

2. What is for you innovation on the communication?

Nowadays, the consumer is an essential element to produce advertising and it helps the firms to understand their necessities and how the companies can do their communication on the web.

The expert Teresa Fernandes define like "Customer centracy", where all the innovation on the communication is based on consumer and their desires. They will search what they need, and reject what they don't need at all.

Actually, the consumer can be in any place and use different technologies to find the information. Firms needs to understand and find solutions to be where clients are and use different tools efficiently.

The consumer can be anywhere!

3. Which online tools should be used daily (for business)?

The firms should be in several online platforms and social networks. However, it must have good content to share and refresh it for their stakeholders.

"Content is the king!" and it will be predominant.

Also the banners isn't a tool that call the attention, because now we have a constant number of companies using the same strategy.

4. Which online tools are not used and you think they should be used by design companies?

Ms. Teresa Fernandes explained that companies should create a good strategy between what is online and offline advertising.

"Blended Marketing" is the expression used to explain this combination between the traditional Marketing (Offline) and the new digital age of digital Marketing (online).

Usually, the traditional marketing have high costs to be supported and it's a unidirectional communication. On the other hand, digital marketing present a low cost and we can communicate in different platforms.

5. How do you find a good firm to buy on the web? Push or pull marketing?

The users and consumer have, even more, the capacity to search online the information that they are looking for.

Pull Marketing is recognized here like the most used. Nowadays, consumers research and seek a particular brand or product on the web, word of mouth referrals are really important, also customer relationship management.

6. Do you think is more important videos and images than content to purchase items for ID projects?

We should use images and videos in our shares, but it must have a story to tell behind all the campaigns (online or not), to create buzz and to explain what is the vision and target of the brand.

Consumer should be the center of each campaign and a brand can offer different options for your stakeholders (to improve their results).

7. How we can build strong brands in a modern marketing communications environment?

Macy's in NYC is a good example of a brand that use the capacity to join the offline world and online skills. With their 'Magic Mirror' the clients can try the clothes and don't need to dress it and waste time with this task in a store.

Online campaigns:

8. Can you give an example of a campaign which you think hasn't worked? Can you point out the reasons for that failure?

According to the teacher Teresa Fernandes an example of a failure campaign was a Cacharel's campaign. The Cacharel tried to build a love story to involve their clients (storytelling). However, they built a fake story (and involved a big number of people) and when the people discovered the real story behind this fake campaign, it was bad for the brand. A client doesn't like to feel deceived by brand with their campaigns.

9. Can you supply an example of a successful advertising campaign? What were the strategy and tools implemented that made the campaign successful?

MiPhone is a great example by Teresa Fernandes to explain how a brand can offer a large option to the clients and create a new way to understand what clients really want and need in a phone/smartphone.

MiPhone is a new brand that have a lot of fans following this work and loving the design and power in a smartphone, like they can find in a iPhone with different pricing.

Appendix 6: London Trip Questionnaire

Market research – Web Marketing | E-Commerce

London trip

The main objective for this research is to understand why companies buy and trust in other companies that only know through the web.

Which platform they use to buy and social networks that they search for the best novelties for your projects.

10. Basic Questions
    - Company's / person's name
    - Which product/services your company need to find on the web?
    - How you search what you need on the web?
    - Do you prefer buy online or in person?
    - How you know that you can trust in some companies that you never seen in person?

11. Which online tools are used by you daily?

12. Which online tools are not used and you think they should be used by design companies?

13. How do you find a good firm to buy on the web? Push or pull marketing?

14. What is for you innovation on the communication?

15. Do you think is more important just videos and images than content to purchase items for your projects?

Online campaigns:

16. Can you give an example of a campaign which you think hasn't worked? Can you point out the reasons for that failure?

17. Can you supply an example of a successful advertising campaign? What were the strategy and tools implemented that made the campaign successful?

Social Networks for business:

Facebook:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Twitter:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Pinterest:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Instragram:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Youtube:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Vimeo:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Google+:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

LinkedIN:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

StumbleUpon:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Redit:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Tumblr:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Blogs (create content):

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Different online stores:

Always ☐ Often ☐ Sometimes ☐ Seldom ☐ Never ☐ Unknown ☐

Others:

_____

_____

_____

_____

Appendix 7: London Trip Questionnaire – some answers

London Trip	The main objective for this research is to understand why companies buy and trust in other companies that only know through the web. Which platform they use to buy and social networks that they search for the best novelties for your projects.		

People / Questions	Assmann Office Furniture	Callender Howorth	PETER MIKIC interiors
City, Country	London, UK	London, UK	London, UK
Name	Mirka Hupian	Andrew Fleming	Rebecca Blow
Website	http://www.assmann.de/en/	http://callenderhoworth.com/	http://www.petermikic.com/
Product/service	office furniture accessories	ID and architects	ID and architects
search on the web	Google	Google and regular supplies and pinterest	Google with keywords
to buy online or in person	both	both	both
to buy online. Why?	check security & reviews		If somebody recommend
Online tools	supliers websites | Linkedin | Google	stylepark | Pinterest | websites	LinkedIN | Pinterest | Instragram
Online tools not used	doesn't know	Facebook (some social media, not yet)	doesn't know
Find a supply - push or pull marketing	both	both (generic things - pull)	both
Innovation on the communication	improve brochures and website	Good websites	online and offline presence
Digital content or images	both	show products in context	both
looking for recognized firms	sometimes	sometimes	sometimes
Pay advertising	doesn't know	no	no
failed Campaigns	doesn't know	doesn't know	doesn't know
successful Campaigns	focus in one market	elegant campaigns and understand the market	doesn't know
1 - Always | 2- Often | 3 - Sometimes | 4 - Seldom | 5 - Never | 0 - Unknown			
Facebook	2	1	3
Twitter	1	3	4
Pinterest	2	1	1
Instragram	5	2	1
Youtube	3	3	4
Vimeo	3	3	0
Google+	1	1	4
LinkedIN	4	1	1
SumbleUpon	1	2	0
Redit	1	2	0
Tumblr	1	3	4
Blogs	3	2	2
Online Stores	3	1	1

Appendix 8: US Trip Questionnaire

Market research – Web Marketing | E-Commerce

New York trip

1 - In social media, how often do your company:

Answer to positive comments

| Never | Rarely | Sometimes | Often | Always |

Answer to bad comments

| Never | Rarely | Sometimes | Often | Always |

Create non-business related contents to engage with clients

| Never | Rarely | Sometimes | Often | Always |

Use cross and transmedia strategies to communicate.

| Never | Rarely | Sometimes | Often | Always |

2 – How often do your company use these social media for engaging with the public? (Narayanan, M. *et al* 2012)

Facebook:

| Never | Rarely | Sometimes | Often | Always |

Twitter:

| Never | Rarely | Sometimes | Often | Always |

Youtube:

| Never | Rarely | Sometimes | Often | Always |

Blogs:

Never	Rarely	Sometimes	Often	Always

Photo- and video-sharing:

Never	Rarely	Sometimes	Often	Always

Podcasting:

Never	Rarely	Sometimes	Often	Always

Ratings and reviews:

Never	Rarely	Sometimes	Often	Always

Social games:

Never	Rarely	Sometimes	Often	Always

Widgets and applications:

Never	Rarely	Sometimes	Often	Always

Other social networks:

Never	Rarely	Sometimes	Often	Always

3 – Please indicate the level of agreement with each sentence:

The use of social media by companies is very important for achieving marketing strategies and goals (Zhu and Kraemer 2005; Zhu et al. 2006, Escamilla, E. and Vásquez, A. 2014)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

The amount of technology will facilitate social media usage (Picoto et al. 2012; Zhu and Kraemer 2005)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

It is essential to know my final consumer in order to create an online strategy. (Escamilla, E. and Vásquez, A. 2014)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

The biggest advantage of social media is the global reach you can have for free. (Escamilla, E. and Vásquez, A. 2014)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

The purpose of being present in social networks is to sell. (Escamilla, E. and Vásquez, A. 2014)

Strongly Disagree Disagree Neutral Agree Strongly Agree

The purpose of being present in social networks is to generate brand positioning. (Escamilla, E. and Vásquez, A. 2014)

Strongly Disagree Disagree Neutral Agree Strongly Agree

Companies should have an expert or community manager to manage the social media accounts. (Escamilla, E. and Vásquez, A. 2014)

Strongly Disagree Disagree Neutral Agree Strongly Agree

The use of social media is appropriated for all brands. (Escamilla, E. and Vásquez, A. 2014)

Strongly Disagree Disagree Neutral Agree Strongly Agree

This tool has a strong potential for communication (Lipia¨inen, H. 2014)

Intranet (e.g. local sites, business unit sites)

Strongly Disagree Disagree Neutral Agree Strongly Agree

E-mail
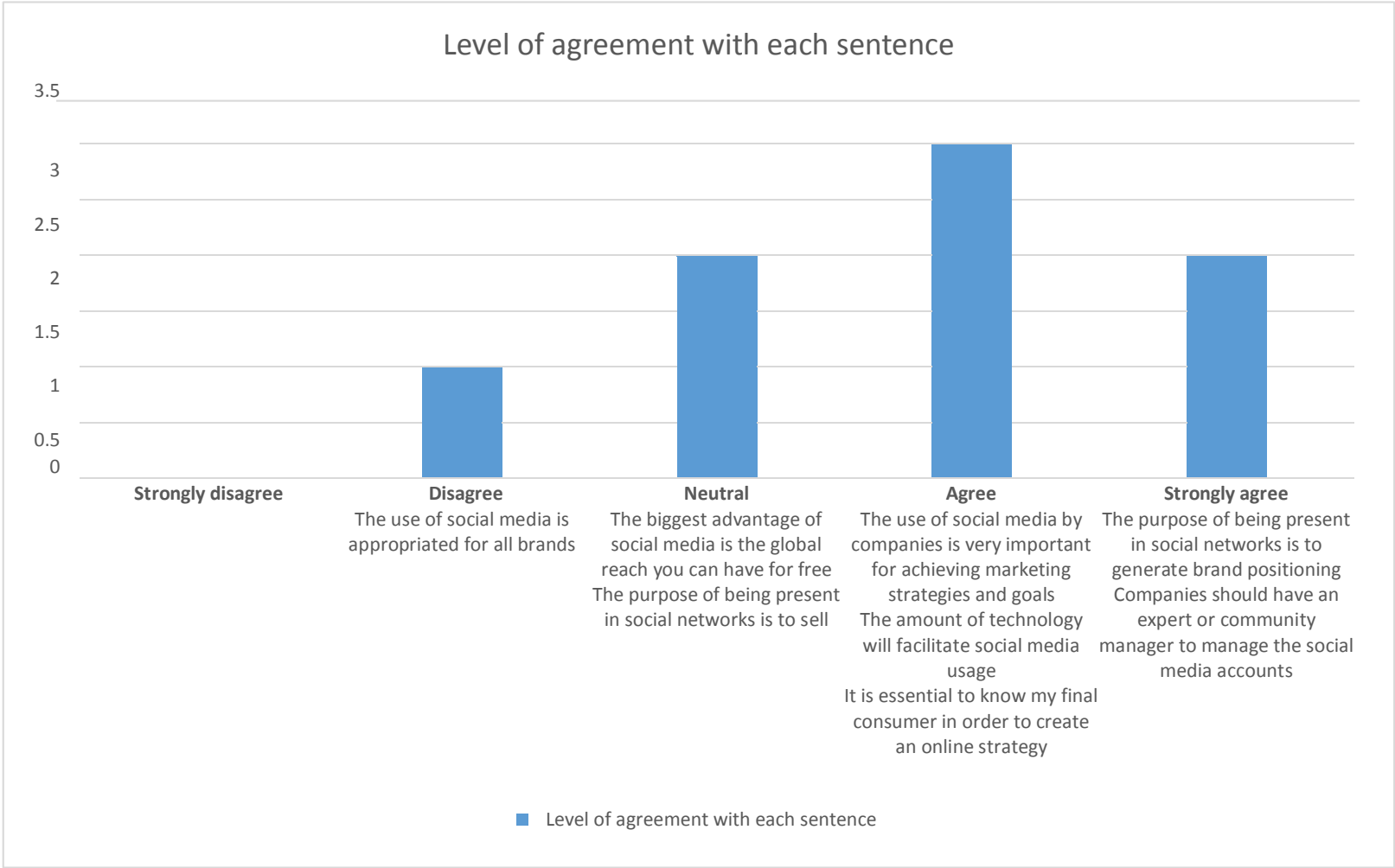
Strongly Disagree Disagree Neutral Agree Strongly Agree

Blog

Strongly Disagree Disagree Neutral Agree Strongly Agree

SEO (keywords)

Strongly Disagree Disagree Neutral Agree Strongly Agree

Online Ad-words

Strongly Disagree Disagree Neutral Agree Strongly Agree

Wearable technology

Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree

Mobile Marketing

Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree

Blended Marketing (Combination of online with offline tools)

Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree

Transmedia Storytelling

Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree

Augmented Reality

Strongly Disagree   Disagree   Neutral   Agree   Strongly Agree

Appendix 9: US Trip Questionnaire – some answers

Questions	Company: http://garciamaldonado.com/intro/index.php				
1 - In social media, how often do your company					
Answer to positive comments					Always
Answer to bad comments	Never				
Create non-business related contents to					Always
Use cross and transmedia strategies to co			sometimes		
2 – How often do your company use these social media for engaging with the public? (Narayanan, M. et all 2012)					
Facebook					Always
Twitter	Never				
Youtube	Never				
Blogs	Never				
Photo- and video-sharing		Rarely			
Podcasting		Rarely			
Ratings and reviews		Rarely			
Social games		Rarely			
Widgets and applications		Rarely			
Other social networks		Rarely			
3 – Please indicate the level of agreement with each sentence:					
The use of social media by companies is				Agree	
The amount of technology will facilitate s				Agree	
It is essential to know my final consumer				Agree	
The biggest advantage of social media is t			Neutral		
The purpose of being present in social ne			Neutral		
The purpose of being present in social ne					Strongly agree
Companies should have an expert or com					Strongly agree
The use of social media is appropriated fo		disagree			
4 - This tool has a strong potential for communication (Lipia¨inen, H. 2014)					
Intranet (e.g. local sites, business unit sit					Strongly agree
E-mail					Strongly agree
Blogs			Neutral		
SEO (keywords)				Agree	
Online Ad-words				Agree	
Wearable technology				Agree	
Mobile Marketing				Agree	
Blended Marketing (Combination of onlin				Agree	
Transmedia Storytelling				Agree	
Augmented Reality				Agree	

First analysis:

In social media, how often do your company

	2.5	2	1.5	1	0.5	0

Never
Answer to negative comments

Rarely

Sometimes
Use cross and transmedia strategies to communicate

Often

Always
Create non-business related contents to engage with clients
Answer to positive comments

■ In social media, how often do your company

How often do your company use these social media for engaging with the public?

Level of agreement with each sentence

3.5	
3	
2.5	
2	
1.5	
1	
0.5	
0	

Strongly disagree

Disagree
The use of social media is appropriated for all brands

Neutral
The biggest advantage of social media is the global reach you can have for free
The purpose of being present in social networks is to sell

Agree
The use of social media by companies is very important for achieving marketing strategies and goals
The amount of technology will facilitate social media usage
It is essential to know my final consumer in order to create an online strategy

Strongly agree
The purpose of being present in social networks is to generate brand positioning
Companies should have an expert or community manager to manage the social media accounts

■ Level of agreement with each sentence

This tool has a strong potential for communication

Questions	Company: http://blatzarc.com/#home/				
1 - In social media, how often do your company					
Answer to positive comments	Never				
Answer to bad comments	Never				
Create non-business related contents to	Never				
Use cross and transmedia strategies to co	Never				
2 – How often do your company use these social media for engaging with the public? (Narayanan, M. et all 2012)					
Facebook	Never				
Twitter	Never				
Youtube	Never				
Blogs	Never				
Photo- and video-sharing	Never				
Podcasting	Never				
Ratings and reviews	Never				
Social games	Never				
Widgets and applications	Never				
Other social networks	Never				
3 – Please indicate the level of agreement with each sentence:					
The use of social media by companies is		Disagree			
The amount of technology will facilitate s		Disagree			
It is essential to know my final consumer			Agree		
The biggest advantage of social media is t			Agree		
The purpose of being present in social ne			Agree		
The purpose of being present in social ne			Agree		
Companies should have an expert or com		Disagree			
The use of social media is appropriated fo		Disagree			
4 - This tool has a strong potential for communication (Lipia¨inen, H. 2014)					
Intranet (e.g. local sites, business unit sit			Neutral		
E-mail					Strongly agree
Blogs				Agree	
SEO (keywords)				Agree	
Online Ad-words		Disagree			
Wearable technology			Neutral		
Mobile Marketing			Neutral		
Blended Marketing (Combination of onlin			Neutral		
Transmedia Storytelling			Neutral		
Augmented Reality			Neutral		

Questions	Company: www.joeginsbergdesign.com				
1 - In social media, how often do your company					
Answer to positive comments					Always
Answer to bad comments			sometimes		
Create non-business related contents to				Often	
Use cross and transmedia strategies to co			sometimes		
2 – How often do your company use these social media for engaging with the public? (Narayanan, M. et all 2012)					
Facebook				Often	
Twitter				Often	
Youtube	never				
Blogs			sometimes		
Photo- and video-sharing		rarely			
Podcasting			sometimes		
Ratings and reviews		rarely			
Social games		rarely			
Widgets and applications	never				
Other social networks			sometimes		
3 – Please indicate the level of agreement with each sentence:					
The use of social media by companies is		disagree			
The amount of technology will facilitate s			Neutral		
It is essential to know my final consumer				Agree	
The biggest advantage of social media is t				Agree	
The purpose of being present in social ne			Neutral		
The purpose of being present in social ne				Agree	
Companies should have an expert or com				Agree	
The use of social media is appropriated fo		disagree			
4 - This tool has a strong potential for communication (Lipiä¨inen, H. 2014)					
Intranet (e.g. local sites, business unit sit					Strongly agree
E-mail				Agree	
Blogs				Agree	
SEO (keywords)				Agree	
Online Ad-words				Agree	
Wearable technology				Agree	
Mobile Marketing			Neutral		
Blended Marketing (Combination of onlin					Strongly agree
Transmedia Storytelling					Strongly agree
Augmented Reality					Strongly agree

Questions	Company: www.markzeff.com					
1 - In social media, how often do your company						
Answer to positive comments					Often	
Answer to bad comments				sometimes		
Create non-business related contents to				sometimes		
Use cross and transmedia strategies to co				sometimes		
2 – How often do your company use these social media for engaging with the public? (Narayanan, M. et all 2012)						
Facebook					Often	
Twitter				sometimes		
Youtube				sometimes		
Blogs				sometimes		
Photo- and video-sharing					often	
Podcasting		never				
Ratings and reviews		never				
Social games		never				
Widgets and applications		never				
Other social networks				sometimes		
3 – Please indicate the level of agreement with each sentence:						
The use of social media by companies is					Agree	
The amount of technology will facilitate s					Agree	
It is essential to know my final consumer					Agree	
The biggest advantage of social media is t					Agree	
The purpose of being present in social ne				neutral		
The purpose of being present in social ne				neutral		
Companies should have an expert or com			Disagree			
The use of social media is appropriated fo			Disagree			
4 - This tool has a strong potential for communication (Lipia¨inen, H. 2014)						
Intranet (e.g. local sites, business unit sit					agree	
E-mail						strongly agree
Blogs					agree	
SEO (keywords)					agree	
Online Ad-words				neutral		
Wearable technology				neutral		
Mobile Marketing					agree	
Blended Marketing (Combination of onlin						strongly agree
Transmedia Storytelling						strongly agree
Augmented Reality				neutral		

Appendix 10: Online US and UK questionnaire

LINK: https://goo.gl/HZ1IGH

Communication - Do it better

Your answers are really important for us and to improve our way of communication. It takes less than 4 minutes :)

*Obrigatório

Are you working in a: *

☐ Interior Design Company
☐ Architectural Company
☐ Design Store
☐ Set Design company
☐ Hotel
☐ Other

Your company sells to: *

○ Other companies
○ Final consumers
○ Both, but more to companies
○ Both, but more to final consumers
○ Both, approximately the same

How often do your company use the web to help... *

	Never	Rarely	Sometimes	Often	Always
the process of selling	○	○	○	○	○
the process of buying	○	○	○	○	○

Please indicate the level of agreement with each sentence:

*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The purpose of being present in social networks is to generate brand positioning	○	○	○	○	○
The use of social media is appropriated for all brands	○	○	○	○	○
If a company sells to other company, the use of social media by companies is important for achieving marketing strategies and goals	○	○	○	○	○
If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals	○	○	○	○	○
The amount of technology will facilitate social media usage and improve the process of buying?	○	○	○	◉	○
The biggest advantage of social media is the global reach you can have for free to sell.	○	○	○	◉	○
The purpose of being present in social networks is to sell.	○	○	○	○	○
The discounts are one of the reasons for my company to buy or start buying online	○	○	○	○	○

Communication - Do it better

*Obrigatório

These tools are innovative and have a strong potential for digital communication? *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Intranet / CRM (e.g. local sites, business unit sites)	○	○	○	○	○
E-mail	○	○	○	○	○
Social Media	○	○	○	○	○
SEO/SEM (keywords to find different products/brands)	○	○	○	○	○
Mobile Marketing (app, QR-codes, sms, geo-location)	○	○	○	○	○
Transmedia / Crossmedia Techniques	○	○	○	○	○
Blended Marketing (Combination of online with offline tools)	○	○	○	○	○
Augmented Reality	○	○	○	○	○

In social media, in the process of selling, how often do your company: *

	Never	Rarely	Sometimes	Often	Always
Comment or answer to comments	○	○	○	○	○
Create non-business related contents to engage with clients	○	○	○	○	○
Use cross and transmedia strategies to communicate	○	○	○	○	○

Do you use these social media for engage with your clients?

	Never	Rarely	Sometimes	Often	Always
Facebook	○	○	○	○	○
Twitter	○	○	○	○	○
YouTube	○	○	○	○	○
Blogs	○	○	○	○	○
Photo- and video-sharing	○	○	○	○	○
Widgets and applications	○	○	○	○	○
Other Social Networks/Online platforms	○	○	○	○	○

Any thoughts about the future of digital communication?

Are you from: *

○ United States

○ United kingdom

Audience:

Appendix 11: Online Portuguese questionnaire

LINK: https://goo.gl/forms/VGX61NISH3

Comunicação Online

As suas respostas são realmente importantes para esta investigação e nas melhorias de comunicação. Não demorará mais que 4 minutos :)

*Obrigatório

Neste momento trabalha numa: *
- ○ Empresa de Interior Design
- ○ Empresa de arquitectura
- ○ Loja de design
- ○ Empresa de design Cénico
- ○ Hotel
- ○ Outra: [_____]

A sua empresa vende para: *
- ○ Outras empresas
- ○ Consumidores finais
- ○ Ambas, mas mais para empresas
- ○ Ambas, mas mais para consumidores finais
- ○ Ambos, aproximadamente o mesmo

Quantas vezes a sua empresa utiliza a internet para ajudar... *

	Nunca	Raramente	Às vezes	Frequentemente	Sempre
O processo de venda	○	○	○	○	○
O processo de compra	○	○	○	○	○

Comunicação Online

*Obrigatório

Por favor, indique o nível de concordância com cada afirmação:

*

	Discordo completamente	Discordo	Neutro	Concordo	Concordo completamente
O propósito de estar presente nas redes sociais é o fato de gerar posicionamento da marca	◯	◯	◯	◯	◯
A utilização de redes sociais é apropriado para todas as marcas	◯	◯	◯	◯	◯
Se uma empresa vende para outras empresas, a utilização das redes online é importante para a estratégia de marketing e atingir objetivos	◯	◯	◯	◯	◯
Se uma empresa vende para consumidores finais, a utilização das redes online é importante para a estratégia de marketing e atingir objetivos	◯	◯	◯	◯	◯

A quantidade de tecnologias irá facilitar a utilização das redes sociais e permitir a melhoria do processo de compra	◯	◯	◯	◯	◯
A grande vantagem das redes sociais é o alcance global de forma gratuíta e permitir a venda	◯	◯	◯	◯	◯
Descontos online - é uma das razões para uma empresa iniciar o processo de compras online	◯	◯	◯	◯	◯
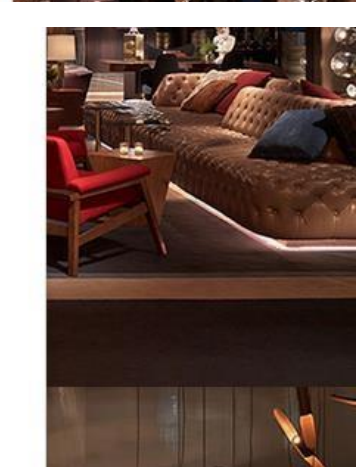
Comunicação Online

*Obrigatório

Estas ferramentas são inovadoras e tem um forte potencial para a comunicação digital? *

	Discordo completamente	Discordo	Neutro	Concordo	Concordo completamente
Intranet / CRM (sites locais, unidades de negócio)	○	○	○	○	○
E-mail	○	○	○	○	○
Redes sociais	○	○	○	○	○
SEO/SEM (uso de palavras chaves para encontrar produtos/marcas)	○	○	○	○	○
Marketing portátil (app, QR-codes, sms, localização geográfica)	○	○	○	○	○
Marketing que cria histórias que envolvam o consumidor	○	○	○	○	○
Combinação de Marketing Online com Offline	○	○	○	○	○
Realidade aumentada	○	○	○	○	○

Nas redes sociais, no processo de venda, quantas vezes a sua empresa: *

	Nunca	Raramente	Às vezes	Frequentemente	Sempre
Comenta ou responde a comentários	○	○	○	○	○
Cria conteúdo de interesse para os clientes - não diretamente relacionado com os seus produtos	○	○	○	○	○
Utiliza estratégias de publicidade que cria histórias para comunicar	○	○	○	○	○

Utiliza estes meio de comunicação para interagir com os seus clientes?

	Nunca	Raramente	Às vezes	Frequentemente	Sempre
Facebook	○	○	○	○	○
Twitter	○	○	○	○	○
YouTube	○	○	○	○	○
Blogs	○	○	○	○	○
Partilha de fotos e video	○	○	○	○	○
Widgets e aplicações	○	○	○	○	○
Outras Redes Sociais/plataformas online	○	○	○	○	○
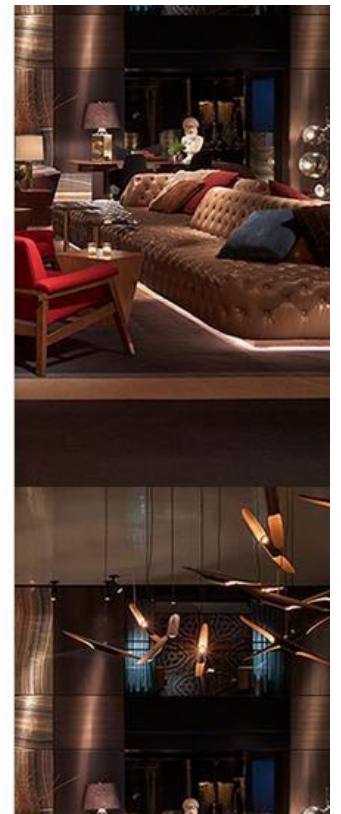
Gostaria de partilhar algum pensamento sobre o futuro da comunicação Digital?

« Anterior   Enviar

Audience:

Appendix 12: Level of agreement with each sentence

[The purpose of being present in social networks is to generate brand positioning]

		Frequency	Percent	Valid Percent	Cumulative Percent	Bootstrap for Percent[a]			
						Bias	Std. Error	95% Confidence Interval	
								Lower	Upper
Valid	Strongly Disagree	2	1.3	1.3	1.3	.0	.9	.0	3.3
	Disagree	2	1.3	1.3	2.7	.0	.9	.0	3.3
	Neutral	19	12.7	12.7	15.3	.1	2.8	8.0	18.7
	Agree	84	56.0	56.0	71.3	-.2	4.2	48.0	64.0
	Strongly Agree	43	28.7	28.7	100.0	.1	3.9	21.3	36.7
	Total	150	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 1: The purpose of being present in social networks is to generate brand positioning
Source: adapted from SPSS Software - own elaboration

[The use of social media is appropriated for all brands]

|		Frequency	Percent	Valid Percent	Cumulative Percent	Bootstrap for Percent[a]			
						Bias	Std. Error	95% Confidence Interval	
								Lower	Upper
Valid	Strongly Disagree	4	2.7	2.7	2.7	.0	1.2	.7	5.3
	Disagree	30	20.0	20.0	22.7	.0	3.3	14.0	26.7
	Neutral	28	18.7	18.7	41.3	.1	3.1	12.7	24.7
	Agree	63	42.0	42.0	83.3	.1	4.1	34.0	50.0
	Strongly Agree	25	16.7	16.7	100.0	-.2	3.0	10.7	22.7
	Total	150	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 2: The use of social media is appropriated for all brands
Source: adapted from SPSS Software - own elaboration

[If a company sells to other company, the use of social media by companies is important for achieving marketing strategies and goals]

		Frequency	Percent	Valid Percent	Cumulative Percent	Bootstrap for Percent[a]			
						Bias	Std. Error	95% Confidence Interval	
								Lower	Upper
Valid	Strongly Disagree	2	1.3	1.3	1.3	.0	.9	.0	3.3
	Disagree	14	9.3	9.3	10.7	.1	2.4	5.3	14.0
	Neutral	32	21.3	21.3	32.0	.0	3.4	14.7	28.0
	Agree	82	54.7	54.7	86.7	.0	4.1	46.7	62.0
	Strongly Agree	20	13.3	13.3	100.0	.0	2.7	8.7	18.7
	Total	150	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 3: If a company sells to other company, the use of social media by companies is important for achieving marketing strategies and goals
Source: adapted from SPSS Software - own elaboration

[If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals]

		Frequency	Percent	Valid Percent	Cumulative Percent	Bootstrap for Percent[a]			
						Bias	Std. Error	95% Confidence Interval	
								Lower	Upper
Valid	Strongly Disagree	3	2.0	2.0	2.0	.0	1.1	.0	4.6
	Disagree	7	4.7	4.7	6.7	.0	1.7	1.4	8.0
	Neutral	30	20.0	20.0	26.7	.1	3.2	14.0	26.7
	Agree	65	43.3	43.3	70.0	-.1	4.0	35.3	51.3
	Strongly Agree	45	30.0	30.0	100.0	.0	3.7	23.3	37.3
	Total	150	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 4: If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals
Source: adapted from SPSS Software - own elaboration
[The purpose of being present in social networks is to sell.]

		Frequency	Percent	Valid Percent	Cumulative Percent	Bootstrap for Percent[a]			
						Bias	Std. Error	95% Confidence Interval	
								Lower	Upper
Valid	Strongly Disagree	6	4.0	4.0	4.0	.0	1.6	1.3	7.3
	Disagree	24	16.0	16.0	20.0	.0	2.9	10.7	22.0
	Neutral	40	26.7	26.7	46.7	-.1	3.7	19.3	34.0
	Agree	64	42.7	42.7	89.3	-.1	3.9	35.3	50.7
	Strongly Agree	16	10.7	10.7	100.0	.1	2.5	6.0	16.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 5: The purpose of being present in social networks is to sell
Source: adapted from SPSS Software - own elaboration

[The amount of technology will facilitate social media usage and improve the process of buying?]

		Frequency	Percent	Valid Percent	Cumulative Percent	Bootstrap for Percent[a]			
						Bias	Std. Error	95% Confidence Interval	
								Lower	Upper
Valid	Strongly Disagree	2	1.3	1.3	1.3	.0	.9	.0	3.3
	Disagree	10	6.7	6.7	8.0	-.1	2.1	2.7	10.7
	Neutral	34	22.7	22.7	30.7	-.1	3.4	16.0	29.3
	Agree	74	49.3	49.3	80.0	.3	4.1	41.3	58.0
	Strongly Agree	30	20.0	20.0	100.0	-.1	3.2	13.3	26.0
	Total	150	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 6: The amount of technology will facilitate social media usage and improve the process of buying
Source: adapted from SPSS Software - own elaboration

[The biggest advantage of social media is the global reach you can have for free to sell.]

		Frequency	Percent	Valid Percent	Cumulative Percent	Bootstrap for Percent[a]			
						Bias	Std. Error	95% Confidence Interval	
								Lower	Upper
Valid	Strongly Disagree	2	1.3	1.3	1.3	.0	.9	.0	3.3
	Disagree	4	2.7	2.7	4.0	.0	1.3	.7	5.3
	Neutral	20	13.3	13.3	17.3	.0	2.8	8.0	19.3
	Agree	82	54.7	54.7	72.0	-.1	4.2	46.0	62.7
	Strongly Agree	42	28.0	28.0	100.0	.2	3.7	20.7	36.0
	Total	150	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 7: The biggest advantage of social media is the global reach you can have for free to sell
Source: adapted from SPSS Software - own elaboration

Appendix 13: Level of agreement Vs Country of Origin/Type of Company

COUNTRY OF ORIGIN

[The purpose of being present in social networks is to generate brand positioning]

Histogram
for Areyoufrom= PT

Mean = 4.16
Std. Dev. = .71
N = 50

[The purpose of being present in social networks is to generate brand positioning]

Histogram
for Areyoufrom= UK

Mean = 4
Std. Dev. = .756
N = 50

[The purpose of being present in social networks is to generate brand positioning]

Histogram

for Areyoufrom= USA

Mean = 4.12
Std. Dev. = .824
N = 50

[The purpose of being present in social networks is to generate brand positioning]
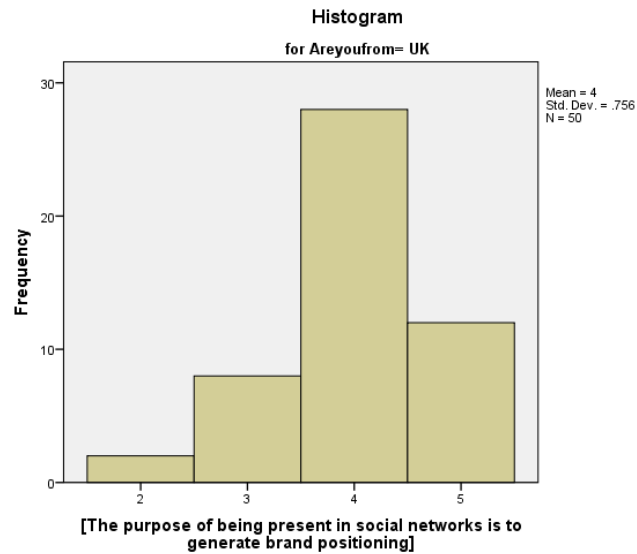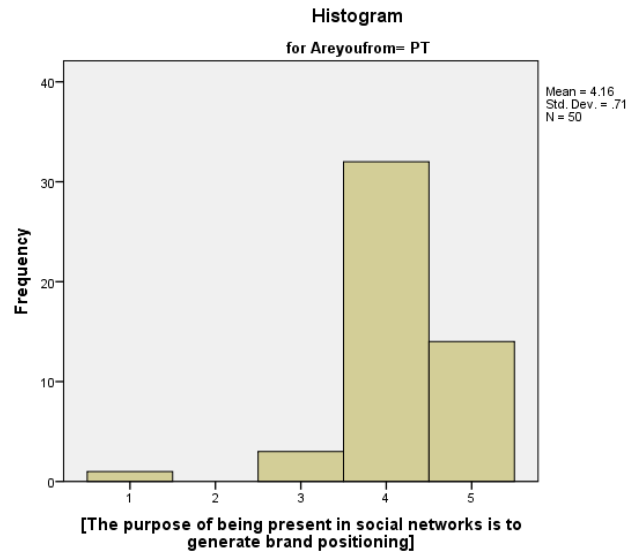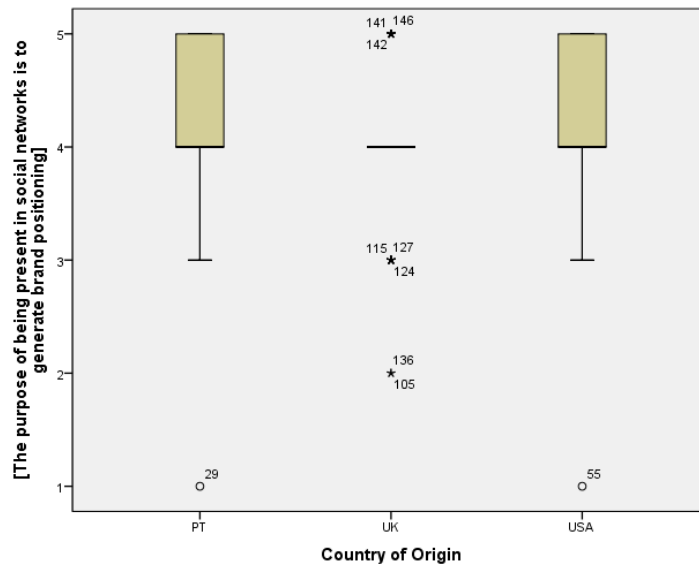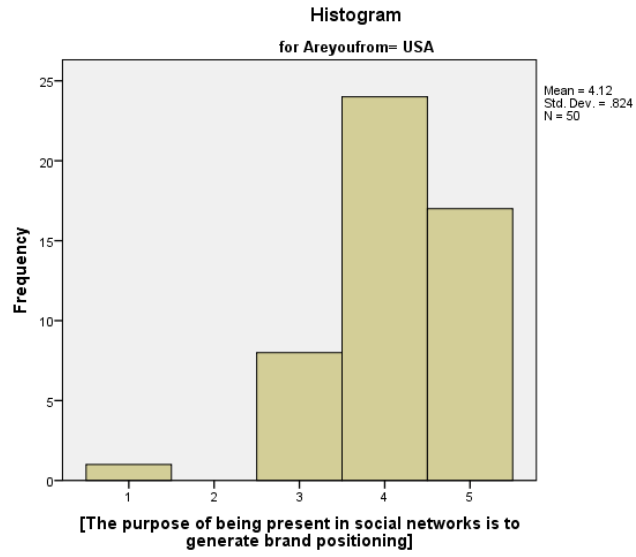
Figure 1: Generate brand position – Country of Origin
Source: adapted from SPSS Software - own elaboration

[The use of social media is appropriated for all brands]

Histogram

for Areyoufrom= PT

Mean = 3.54
Std. Dev. = 1.182
N = 50

[The use of social media is appropriated for all brands]

Histogram

for Areyoufrom= UK

Mean = 3.52
Std. Dev. = .953
N = 50

[The use of social media is appropriated for all brands]

Histogram

for Areyoufrom= USA

Mean = 3.44
Std. Dev. = 1.091
N = 50

[The use of social media is appropriated for all brands]
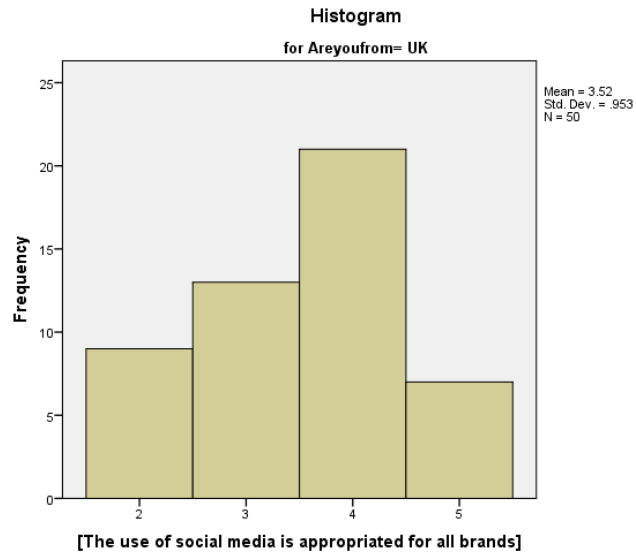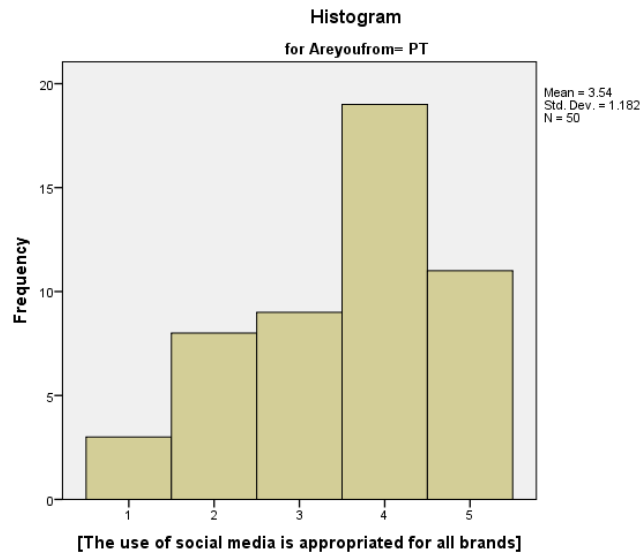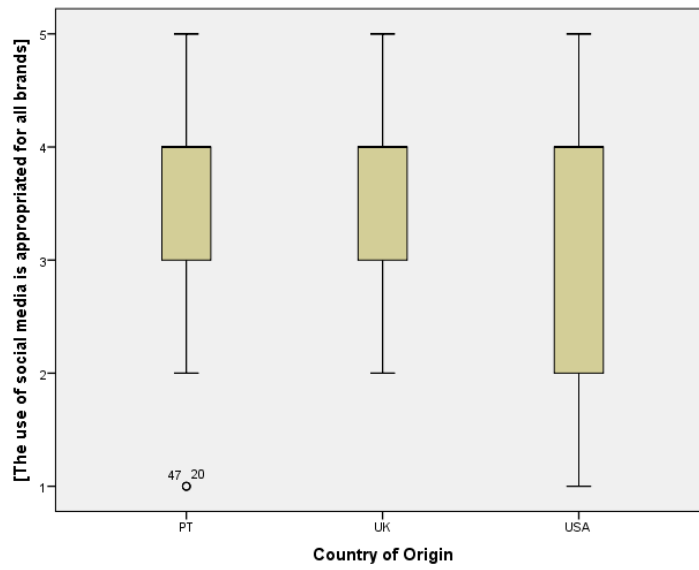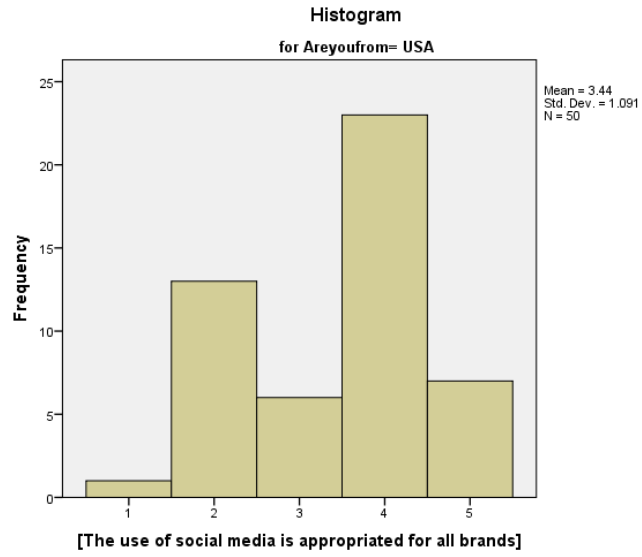
Figure 2: Social media appropriated for all brands – Country of Origin
Source: adapted from SPSS Software - own elaboration

[If a company sells to other company, the use of social media by companies is important for achieving marketing strategies and goals]

Histogram

for Areyoufrom= PT

Mean = 3.78
Std. Dev. = .91
N = 50

[If a company sells to other company, the use of social media by companies is important for achieving marketing strategies and goals]

Histogram

for Areyoufrom= UK

Mean = 3.64
Std. Dev. = .827
N = 50

[If a company sells to other company, the use of social media by companies is important for achieving marketing strategies and goals]

Histogram

for Areyoufrom= USA

Mean = 3.66
Std. Dev. = .872
N = 50

Frequency

[If a company sells to other company, the use of social
media by companies is important for achieving
marketing strategies and goals]
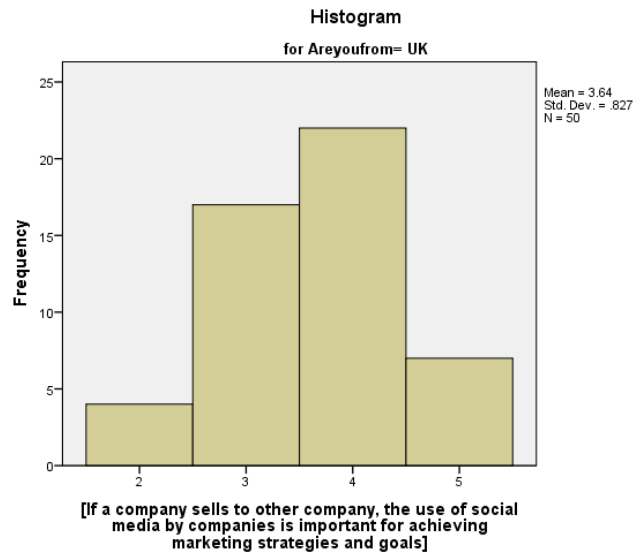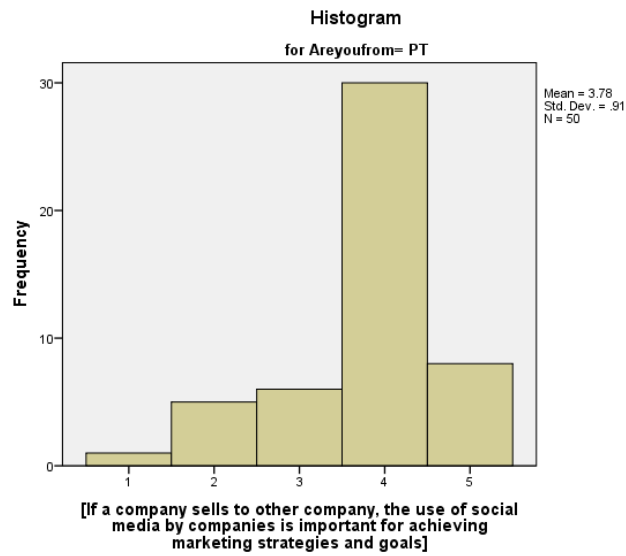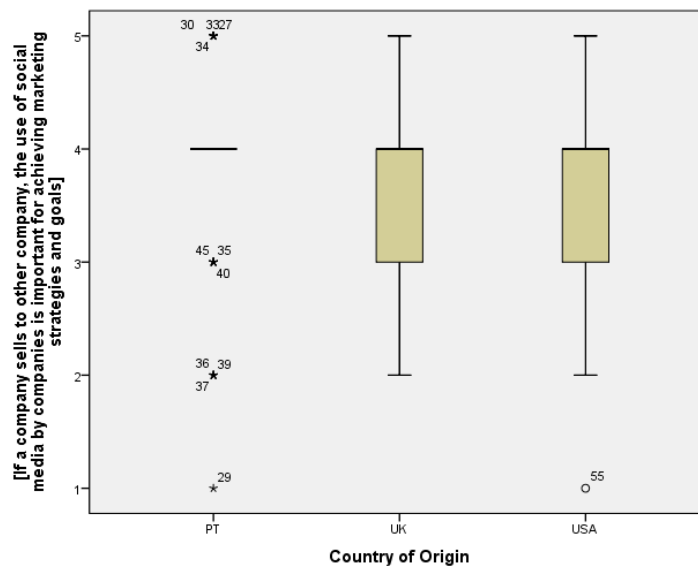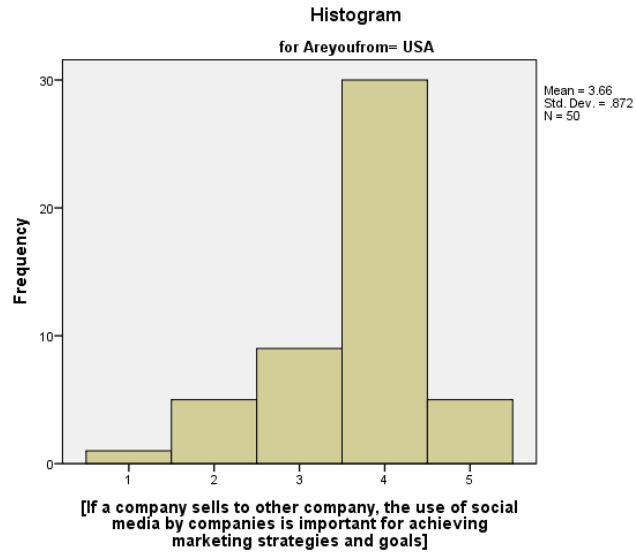
Figure 3: If a company sells to other company, social media is
important to achieve marketing strategy and goals – Country of Origin
Source: adapted from SPSS Software - own elaboration

[If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals]

Histogram

for Areyoufrom= PT

Mean = 4.08
Std. Dev. = .966
N = 50

[If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals]

Histogram

for Areyoufrom= UK

Mean = 3.9
Std. Dev. = .909
N = 50

[If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals]

Histogram

for Areyoufrom= USA

Mean = 3.86
Std. Dev. = .926
N = 50

Frequency

[If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals]

[If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals]

Country of Origin

Figure 4: If a company sells to final consumers, social media is important to achieve marketing strategy and goals – Country of Origin
Source: adapted from SPSS Software - own elaboration

[The amount of technology will facilitate social media usage and improve the process of buying?]

Histogram

for Areyoufrom= PT

Mean = 3.88
Std. Dev. = 1.043
N = 50

[The amount of technology will facilitate social media
usage and improve the process of buying?]

Histogram

for Areyoufrom= UK

Mean = 3.76
Std. Dev. = .657
N = 50

[The amount of technology will facilitate social media
usage and improve the process of buying?]

Histogram

for Areyoufrom= USA

Mean = 3.76
Std. Dev. = .916
N = 50

[The amount of technology will facilitate social media usage and improve the process of buying?]
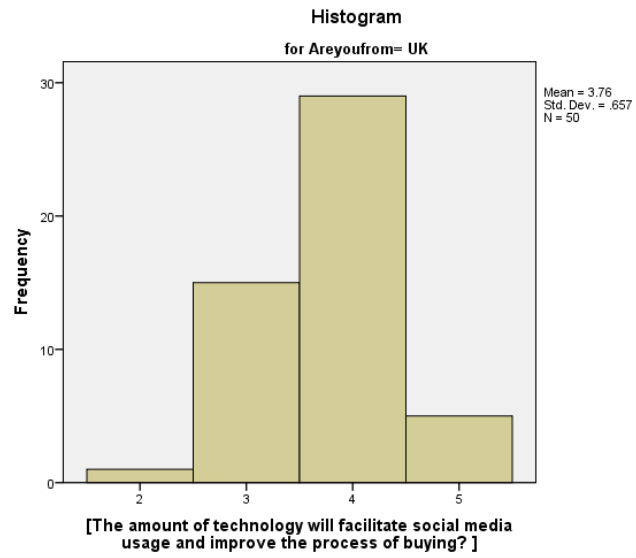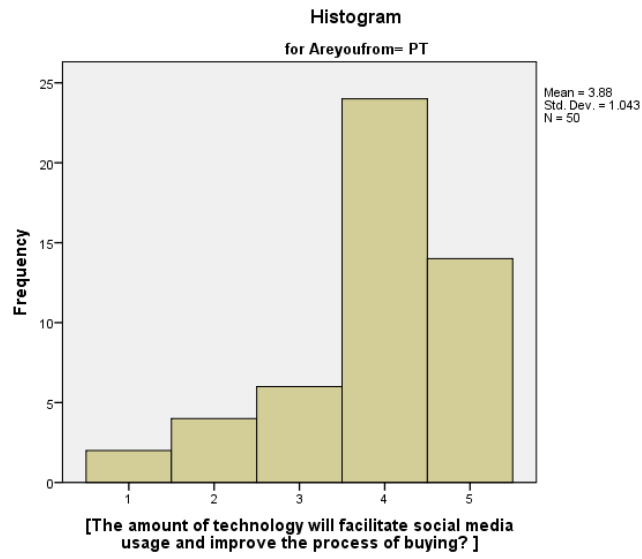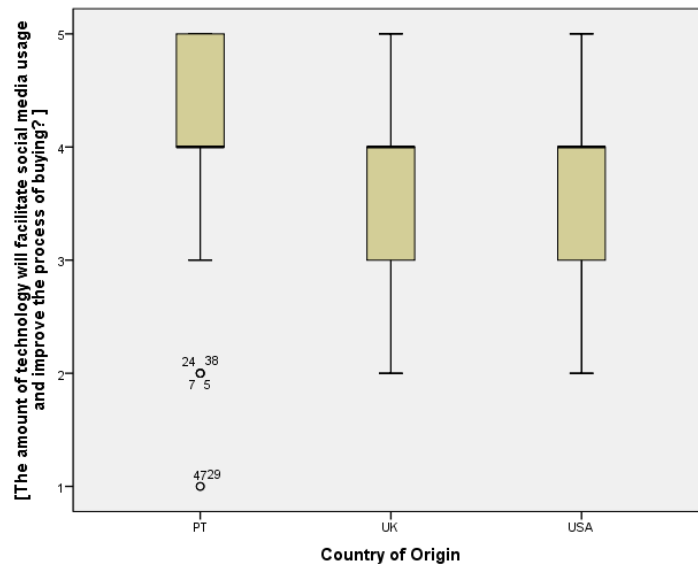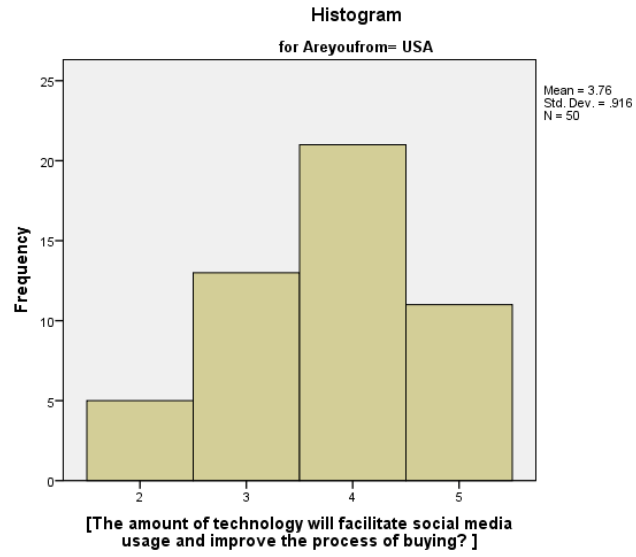
Figure 5: Amount of technology – Country of Origin
Source: adapted from SPSS Software - own elaboration

[The biggest advantage of social media is the global reach you can have for free to sell.]

Histogram

for Areyoufrom= PT

Mean = 4.1
Std. Dev. = .678
N = 50

Frequency

[The biggest advantage of social media is the global
reach you can have for free to sell.]

Histogram

for Areyoufrom= UK

Mean = 4.26
Std. Dev. = .751
N = 50

Frequency

[The biggest advantage of social media is the global
reach you can have for free to sell.]

Histogram

for Areyoufrom= USA

Mean = 3.8
Std. Dev. = .904
N = 50

[The biggest advantage of social media is the global
reach you can have for free to sell.]
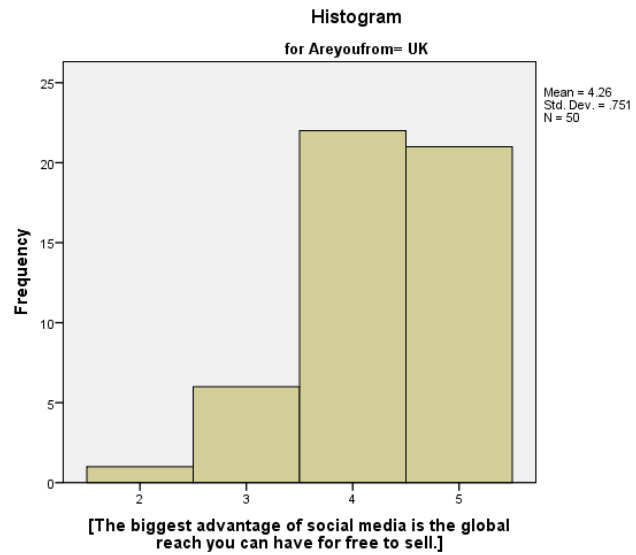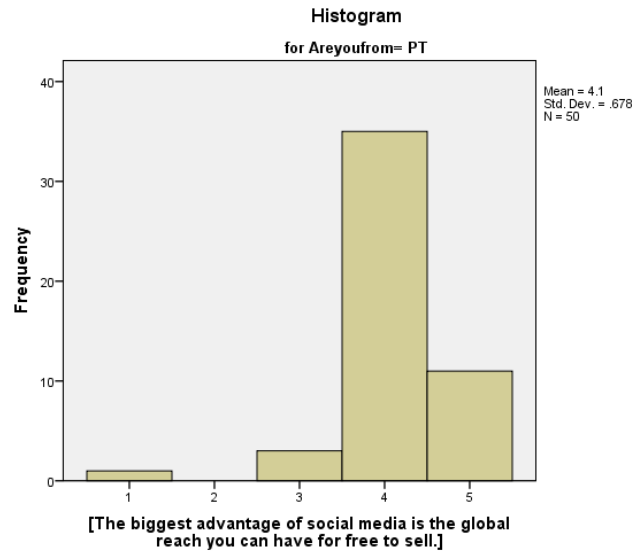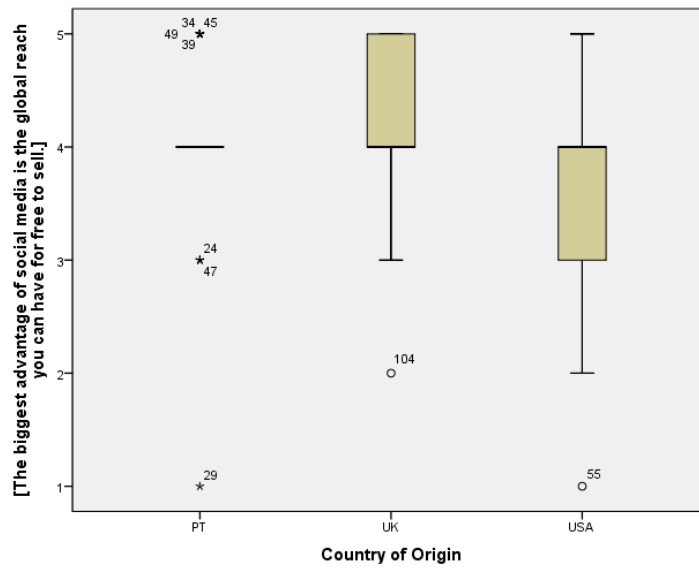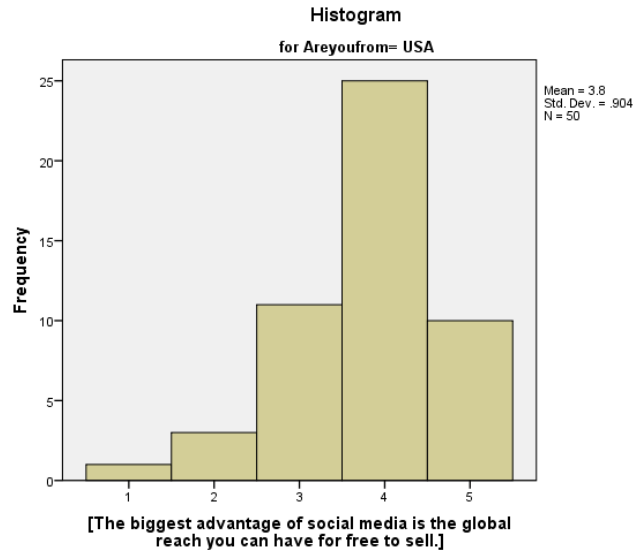
Figure 6: Global reach for free to sell – Country of Origin
Source: adapted from SPSS Software - own elaboration

[The purpose of being present in social networks is to sell.]

Histogram

for Areyoufrom= PT

Mean = 3.98
Std. Dev. = .795
N = 50

[The purpose of being present in social networks is to sell.]

Histogram

for Areyoufrom= UK

Mean = 3.14
Std. Dev. = .99
N = 50

[The purpose of being present in social networks is to sell.]

Histogram

for Areyoufrom= USA

Mean = 3.08
Std. Dev. = .986
N = 50

[The purpose of being present in social networks is to sell.]
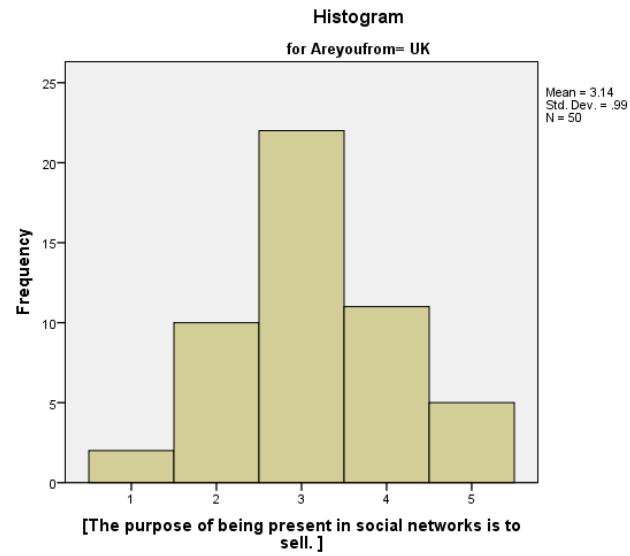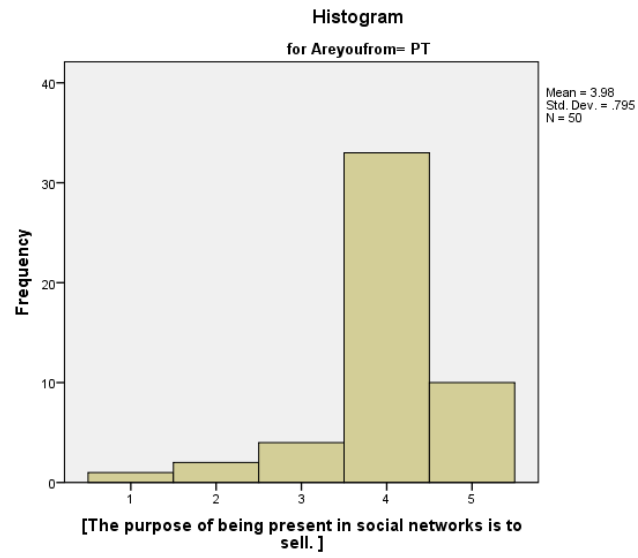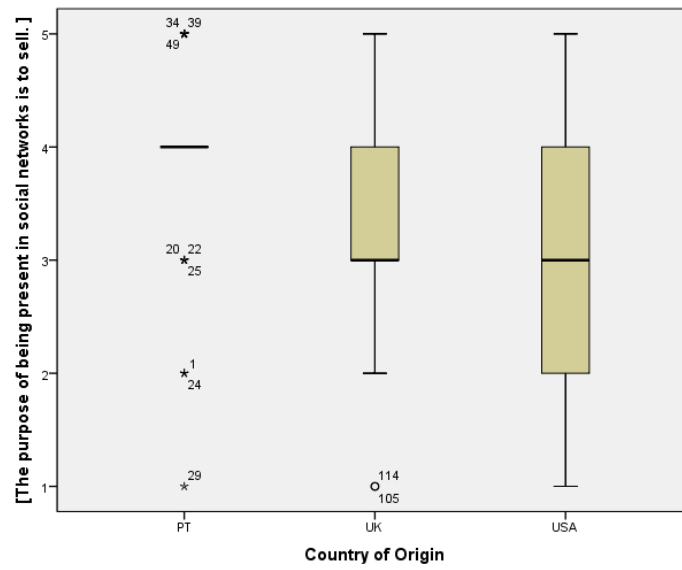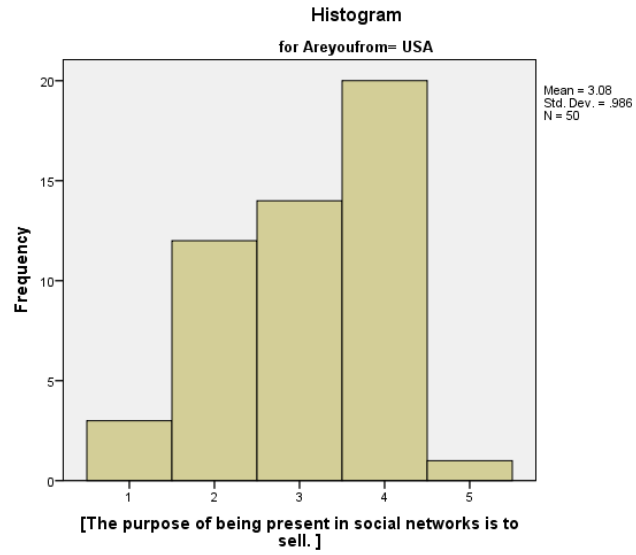
Figure 7: Social networks are to sell – Country of Origin
Source: adapted from SPSS Software - own elaboration

[The discounts are one of the reasons for my company to buy or start buying online]

Histogram

for Areyoufrom= PT

Mean = 3.28
Std. Dev. = 1.144
N = 50

[The discounts are one of the reasons for my company to buy or start buying online]

Histogram

for Areyoufrom= UK

Mean = 3.18
Std. Dev. = 1.101
N = 50

[The discounts are one of the reasons for my company to buy or start buying online]
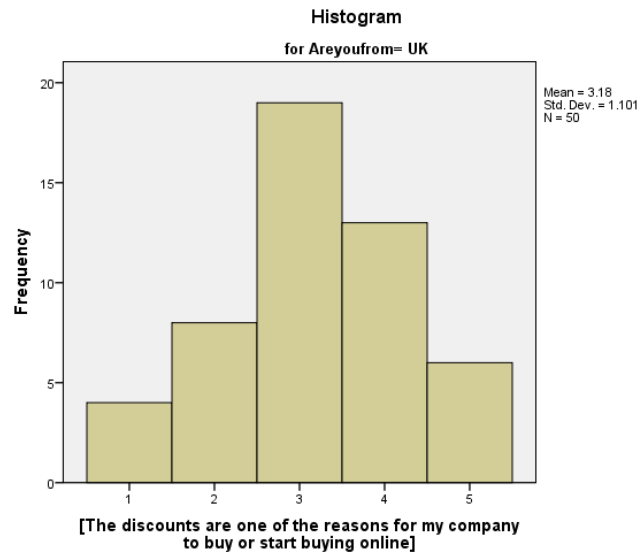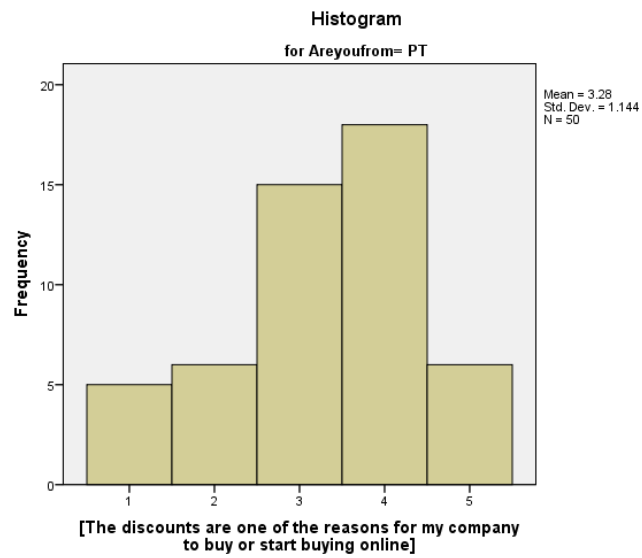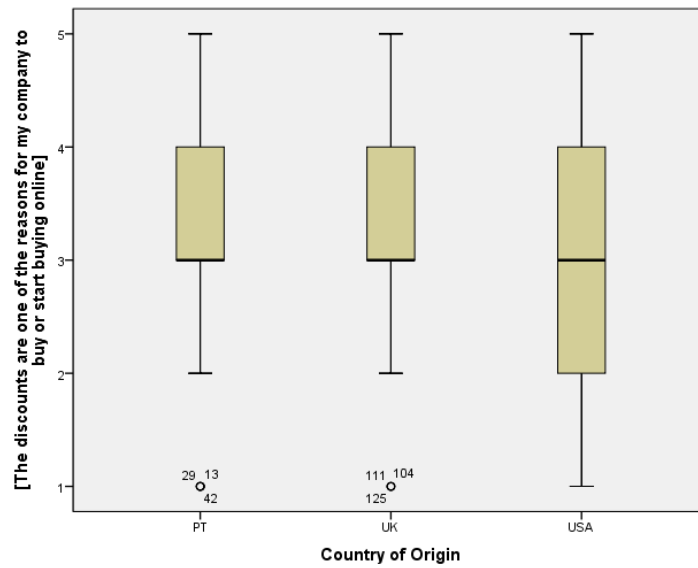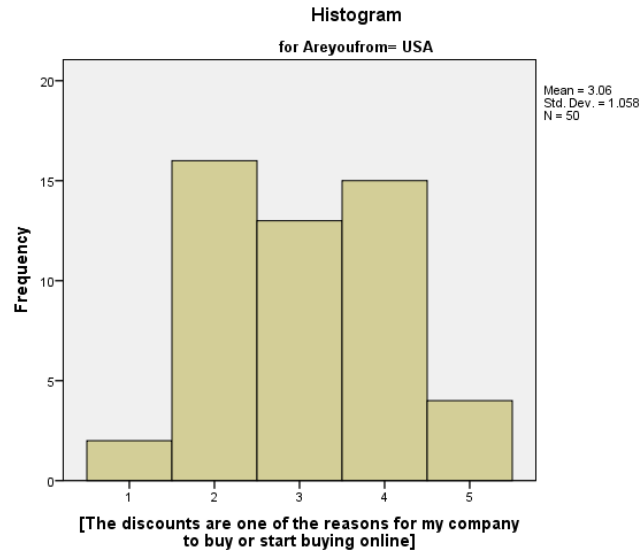
Figure 8: Discount as a reason to start buying online – Country of
Origin
Source: adapted from SPSS Software - own elaboration

TYPE OF COMPANY
[The purpose of being present in social networks is to generate brand positioning]

Histogram
for TypeofVariable= B2B

Mean = 3.91
Std. Dev. = 1.026
N = 34

Frequency

[The purpose of being present in social networks is to
generate brand positioning]

Histogram
for TypeofVariable= B2B/B2C

Mean = 3.94
Std. Dev. = .574
N = 16

Frequency

[The purpose of being present in social networks is to
generate brand positioning]

Histogram

for TypeofVariable= B2C

Mean = 4.18
Std. Dev. = .672
N = 100
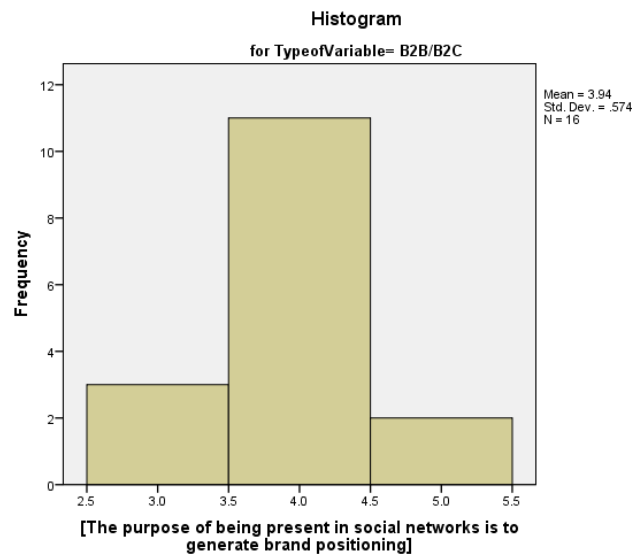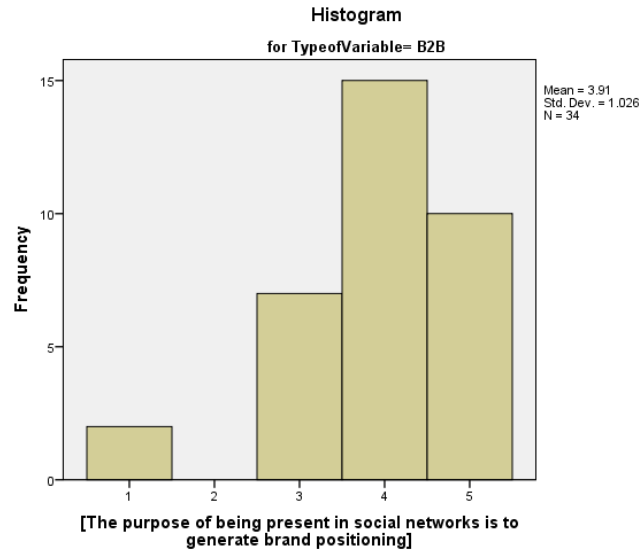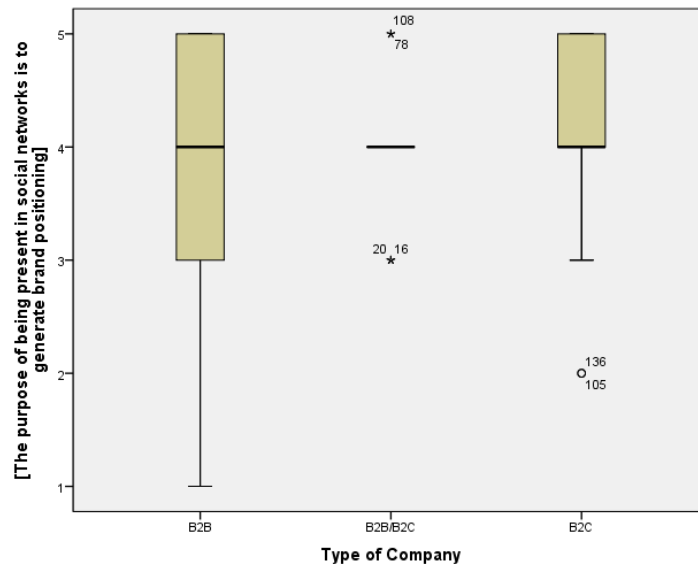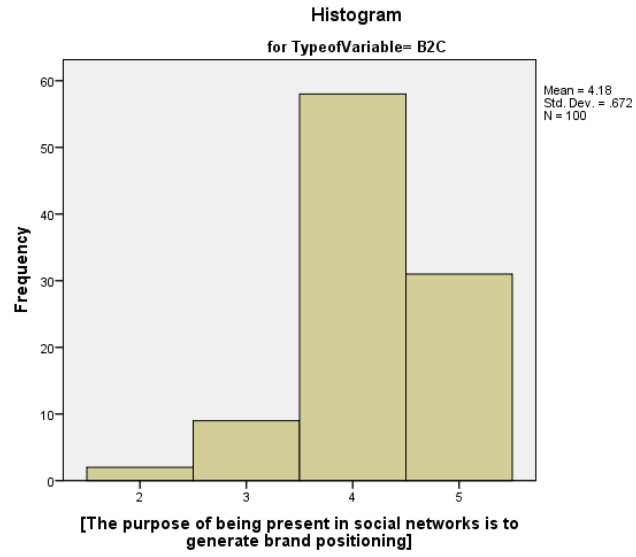
Figure 1: Brand position – Type of company
Source: adapted from SPSS Software - own elaboration

[The use of social media is appropriated for all brands]

Histogram

for TypeofVariable= B2B

Mean = 3.47
Std. Dev. = 1.161
N = 34

[The use of social media is appropriated for all brands]

Histogram

for TypeofVariable= B2B/B2C

Mean = 3.19
Std. Dev. = 1.223
N = 16

[The use of social media is appropriated for all brands]

Histogram

for TypeofVariable= B2C

[The use of social media is appropriated for all brands]
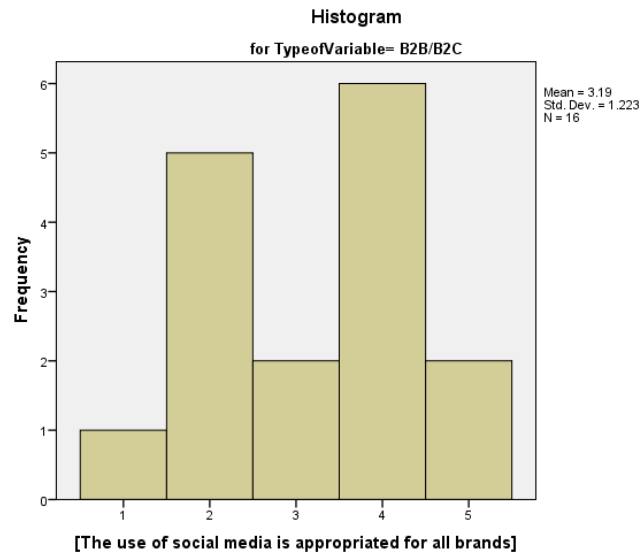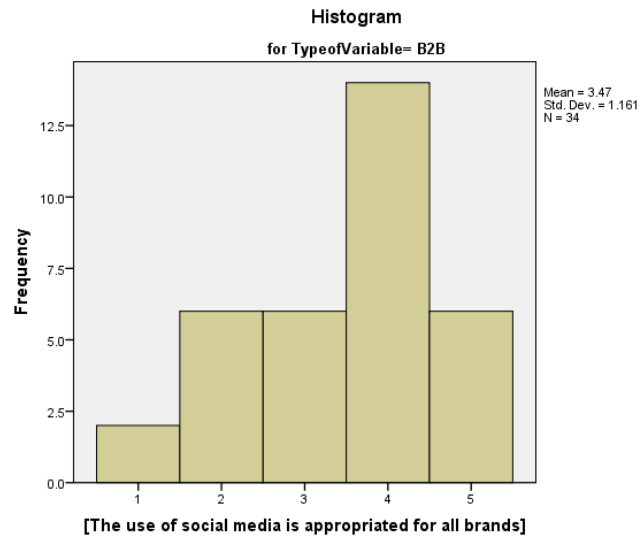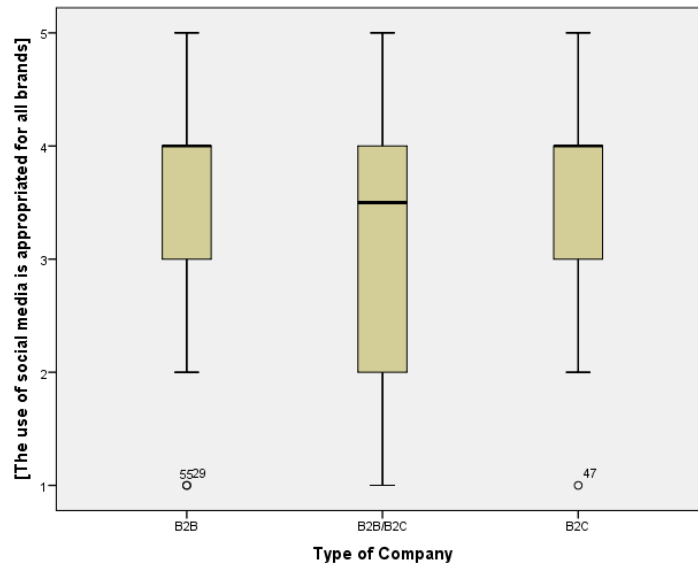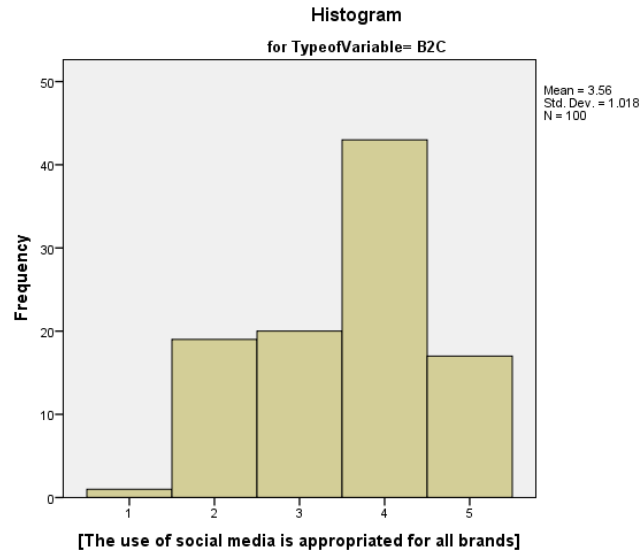
Figure 2: Social media for all the brands – Type of company
Source: adapted from SPSS Software - own elaboration

[If a company sells to other company, the use of social media by companies is important for achieving marketing strategies and goals]
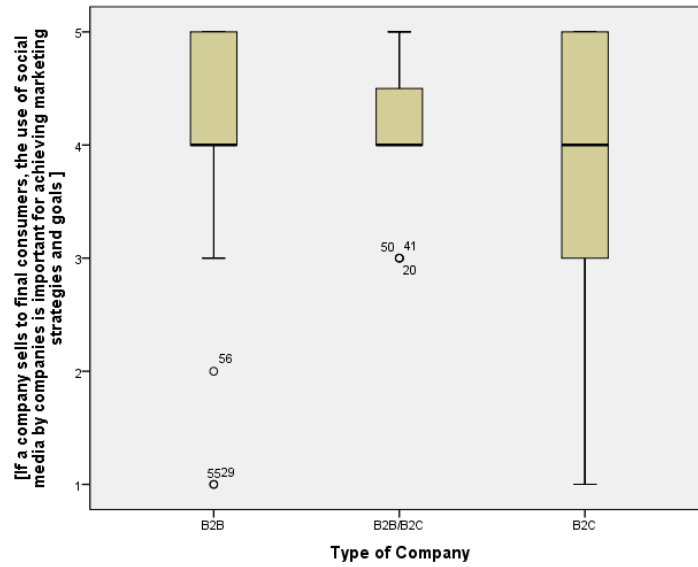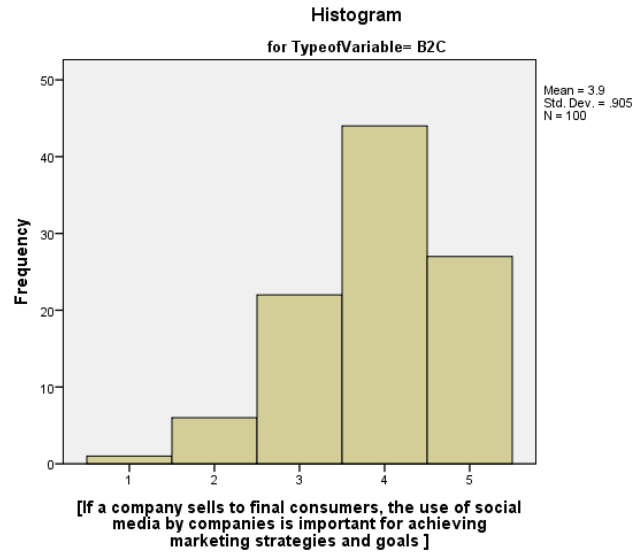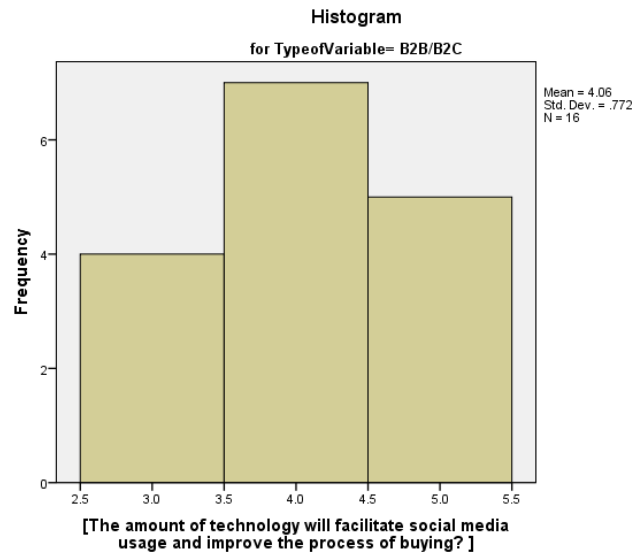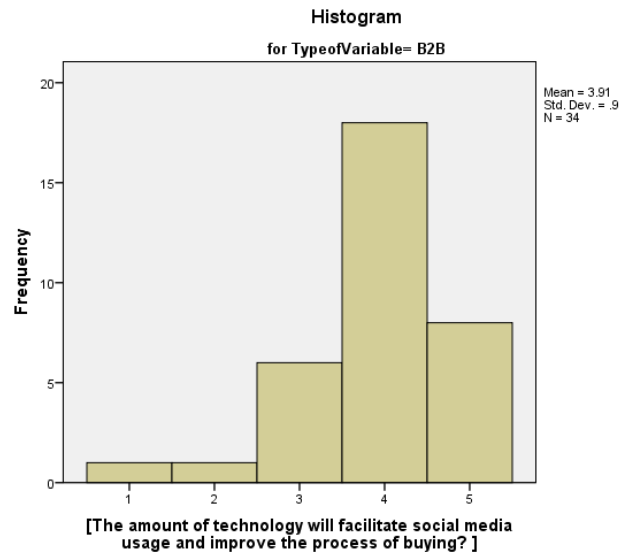
Histogram
for TypeofVariable= B2B

Mean = 3.79
Std. Dev. = 1.038
N = 34

[If a company sells to other company, the use of social media by companies is important for achieving marketing strategies and goals]

Histogram
for TypeofVariable= B2B/B2C

Mean = 3.62
Std. Dev. = .719
N = 16

[If a company sells to other company, the use of social media by companies is important for achieving marketing strategies and goals]

Histogram

for TypeofVariable= B2C

Mean = 3.67
Std. Dev. = .829
N = 100

Figure 3: If a company sells to other company, the use of social media
is important to achieve marketing strategies and goals – Type of
company
Source: adapted from SPSS Software - own elaboration

[If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals]

Histogram

for TypeofVariable= B2B

Mean = 4.03
Std. Dev. = 1.114
N = 34

[If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals]

Histogram

for TypeofVariable= B2B/B2C

Mean = 4.06
Std. Dev. = .68
N = 16

[If a company sells to final consumers, the use of social media by companies is important for achieving marketing strategies and goals]

Histogram

for TypeofVariable= B2C

Mean = 3.9
Std. Dev. = .905
N = 100

Figure 4: If a company sells to final consumers, the use of social
media is important to achieve marketing strategies and goals – Type
of company
Source: adapted from SPSS Software - own elaboration

**[The amount of technology will facilitate social media usage and improve the process of buying?]**

Histogram

for TypeofVariable= B2B

Mean = 3.91
Std. Dev. = .9
N = 34

[The amount of technology will facilitate social media
usage and improve the process of buying?]

Histogram

for TypeofVariable= B2B/B2C

Mean = 4.06
Std. Dev. = .772
N = 16

[The amount of technology will facilitate social media
usage and improve the process of buying?]

Histogram

for TypeofVariable= B2C

Mean = 3.72
Std. Dev. = .889
N = 100

[The amount of technology will facilitate social media usage and improve the process of buying?]

Figure 4: Amount of technology – Type of company
Source: adapted from SPSS Software - own elaboration

**[The biggest advantage of social media is the global reach you can have for free to sell.]**

Histogram
for TypeofVariable= B2B

Mean = 3.85
Std. Dev. = .989
N = 34

[The biggest advantage of social media is the global
reach you can have for free to sell.]

Histogram
for TypeofVariable= B2B/B2C

Mean = 4.13
Std. Dev. = .5
N = 16

[The biggest advantage of social media is the global
reach you can have for free to sell.]
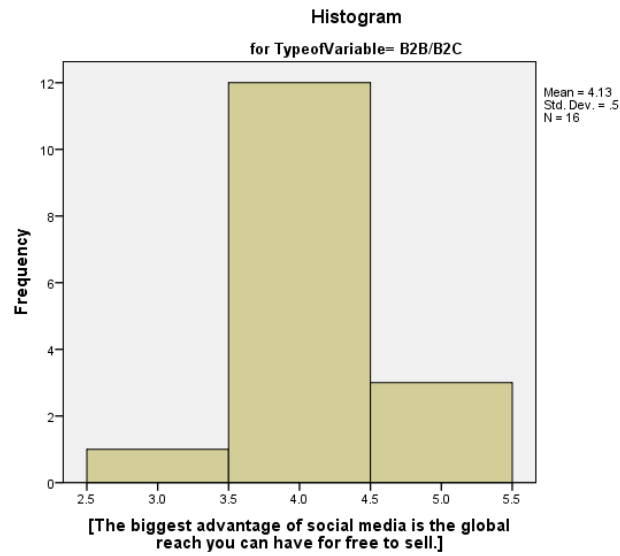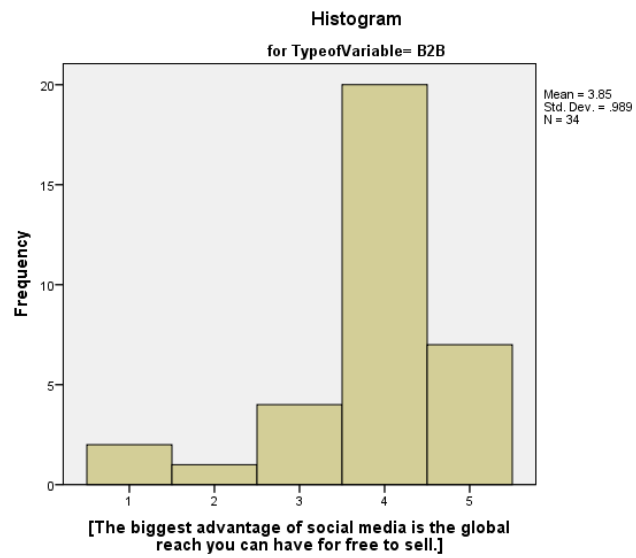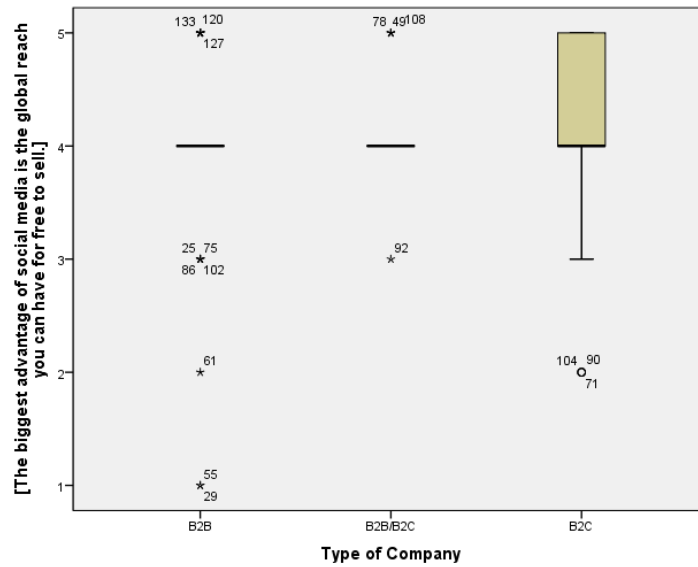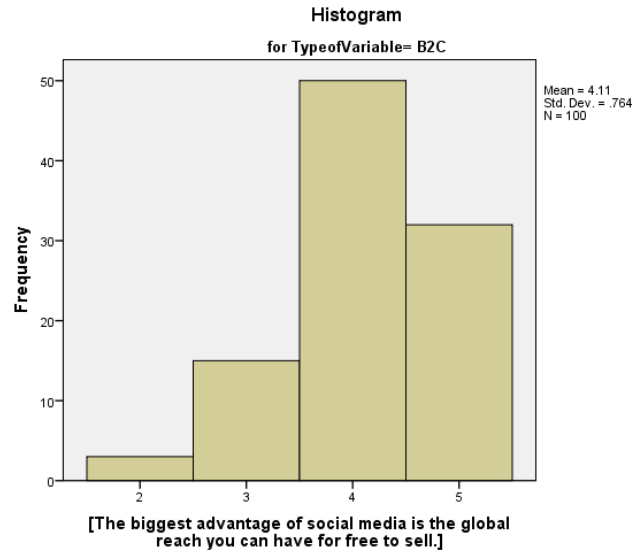
Figure 6: Social media and global reach for free to sell – Type of
company
Source: adapted from SPSS Software - own elaboration

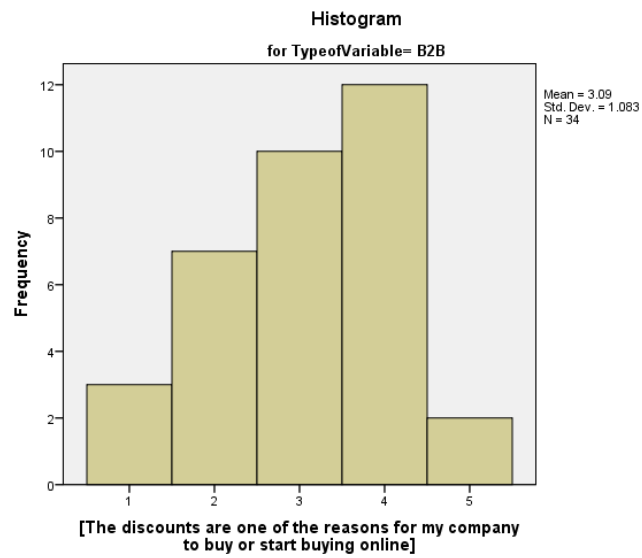**[The purpose of being present in social networks is to sell.]**

Histogram

for TypeofVariable= B2B

Mean = 3.29
Std. Dev. = 1.115
N = 34

[The purpose of being present in social networks is to sell.]

Histogram

for TypeofVariable= B2B/B2C

Mean = 3.75
Std. Dev. = .856
N = 16

[The purpose of being present in social networks is to sell.]

Histogram

for TypeofVariable= B2C

Mean = 3.38
Std. Dev. = .993
N = 100

[The purpose of being present in social networks is to sell.]
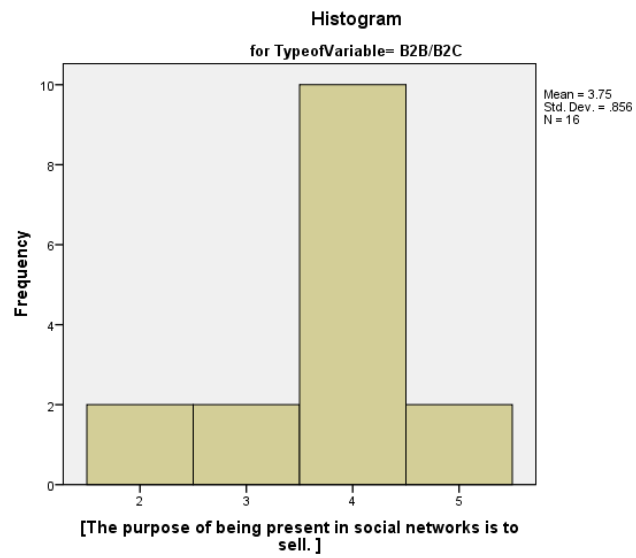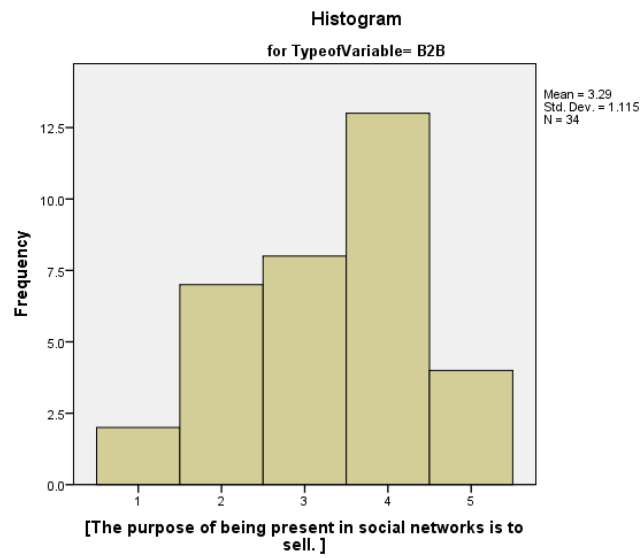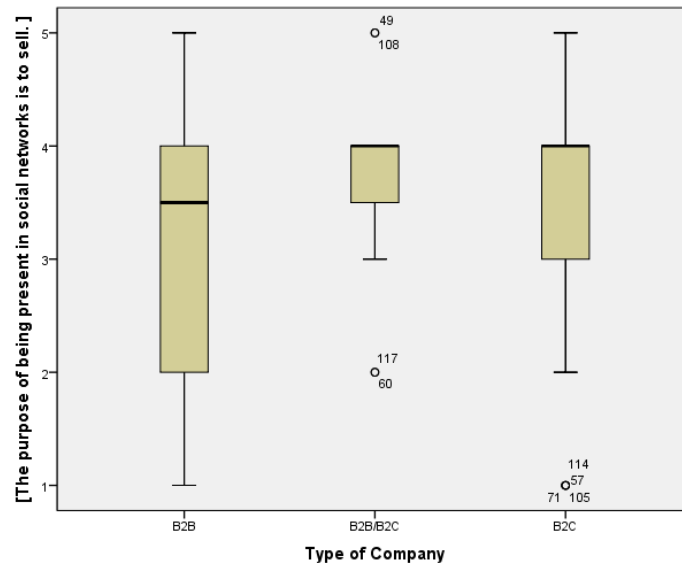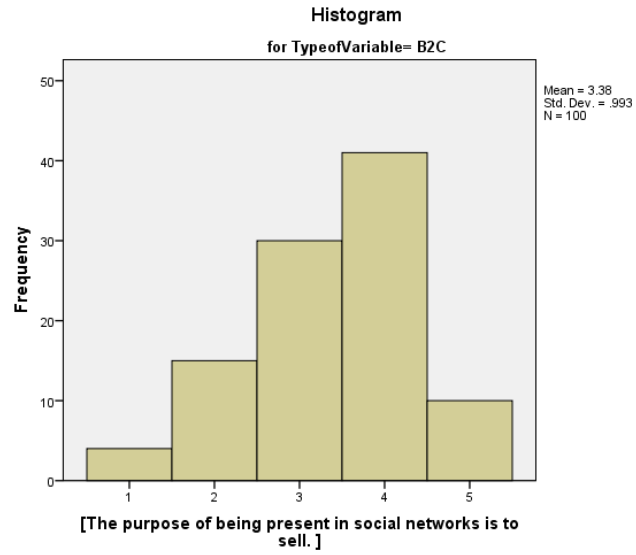
Figure 7: Social media is to sell – Type of company
Source: adapted from SPSS Software - own elaboration

[The discounts are one of the reasons for my company to buy or start buying online]
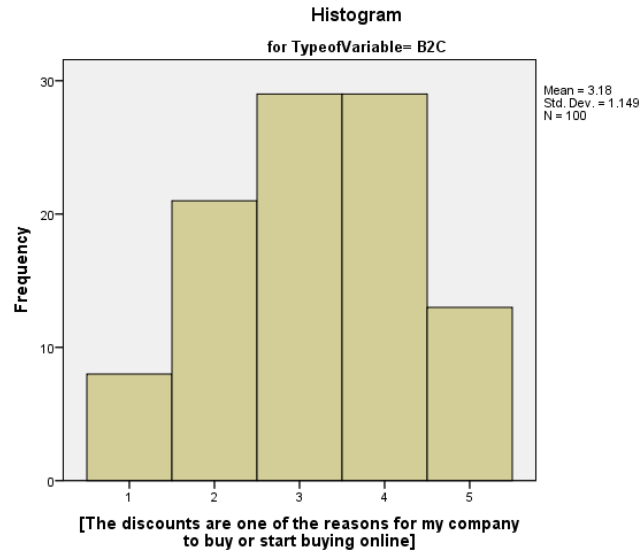
Histogram

for TypeofVariable= B2B

Mean = 3.09
Std. Dev. = 1.083
N = 34

[The discounts are one of the reasons for my company
to buy or start buying online]

Histogram

for TypeofVariable= B2B/B2C

Mean = 3.31
Std. Dev. = .793
N = 16

[The discounts are one of the reasons for my company to
buy or start buying online]

Histogram

for TypeofVariable= B2C

Mean = 3.18
Std. Dev. = 1.149
N = 100
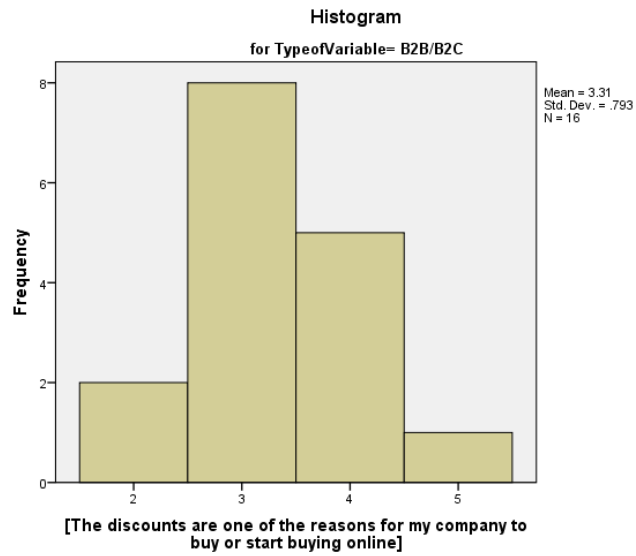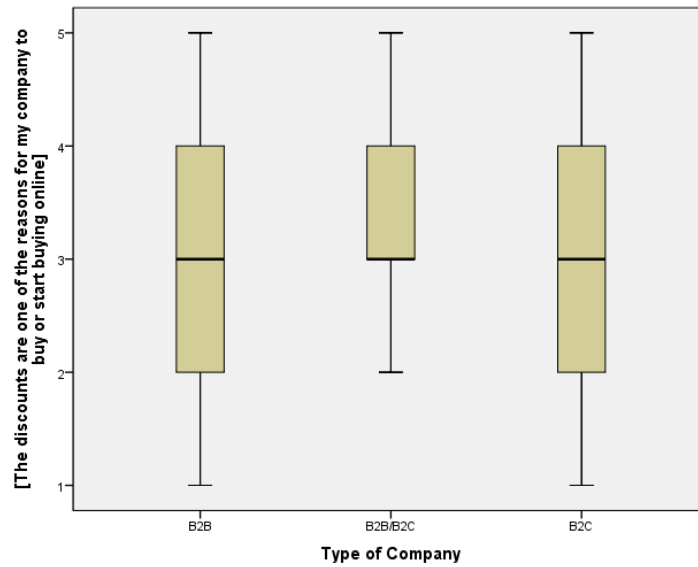
Figure 8: discount as a reason to start buying online – Type of
company
Source: adapted from SPSS Software - own elaboration

Appendix 14: Innovative tools

These tools are innovative and have a strong potential for digital communication? [Intranet / CRM (e.g. local sites, business unit sites)]

| | | Frequency | Percent | Valid Percent | Cumulative Percent | Bootstrap for Percent[a] | | | |
| | | | | | | Bias | Std. Error | 95% Confidence Interval | |
								Lower	Upper
Valid	Strongly Disagree	1	.7	.7	.7	.0	.7	.0	2.7
	Disagree	4	2.7	2.7	3.3	.1	1.3	.7	5.3
	Neutral	52	34.7	34.7	38.0	-.2	4.0	26.7	42.6
	Agree	58	38.7	38.7	76.7	.0	4.0	30.7	46.7
	Strongly Agree	35	23.3	23.3	100.0	.1	3.5	16.7	30.7
	Total	150	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 1: Intranet/CRM
Source: adapted from SPSS Software - own elaboration

These tools are innovative and have a strong potential for digital communication? [E-mail]

| | | Frequency | Percent | Valid Percent | Cumulative Percent | Bootstrap for Percent[a] | | | |
| | | | | | | Bias | Std. Error | 95% Confidence Interval | |
								Lower	Upper
Valid	Disagree	2	1.3	1.3	1.3	.0	.9	.0	3.3
	Neutral	11	7.3	7.3	8.7	-.1	2.2	3.3	12.0
	Agree	65	43.3	43.3	52.0	.1	4.2	35.3	52.0
	Strongly Agree	72	48.0	48.0	100.0	.0	4.1	40.0	56.0
	Total	150	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 2: E-mail
Source: adapted from SPSS Software - own elaboration

These tools are innovative and have a strong potential for digital communication? [Social Media]

		Frequency	Percent	Valid Percent	Cumulative Percent	Bootstrap for Percent[a]			
						Bias	Std. Error	95% Confidence Interval	
								Lower	Upper
Valid	Disagree	6	4.0	4.0	4.0	.0	1.6	1.3	7.3
	Neutral	20	13.3	13.3	17.3	-.1	2.8	8.0	19.3
	Agree	82	54.7	54.7	72.0	.2	4.1	46.7	63.3
	Strongly Agree	42	28.0	28.0	100.0	-.1	3.7	21.3	36.0
	Total	150	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 3: Social Media
Source: adapted from SPSS Software - own elaboration

These tools are innovative and have a strong potential for digital communication? [Mobile Marketing (app, QR-codes, sms, geo-location)]

		Frequency	Percent	Valid Percent	Cumulative Percent	Bootstrap for Percent[a]			
						Bias	Std. Error	95% Confidence Interval	
								Lower	Upper
Valid	Strongly Disagree	1	.7	.7	.7	.0	.7	.0	2.0
	Disagree	13	8.7	8.7	9.3	.0	2.3	4.7	13.3
	Neutral	50	33.3	33.3	42.7	.1	3.8	26.7	40.7
	Agree	62	41.3	41.3	84.0	.0	4.2	32.7	49.3
	Strongly Agree	24	16.0	16.0	100.0	.0	3.0	10.7	22.0
	Total	150	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 4: Mobile Marketing
Source: adapted from SPSS Software - own elaboration

These tools are innovative and have a strong potential for digital communication? [Transmedia / Cross media Techniques]

		Frequency	Percent	Valid Percent	Cumulative Percent	Bootstrap for Percent[a]			
						Bias	Std. Error	95% Confidence Interval	
								Lower	Upper
Valid	Strongly Disagree	1	.7	.7	.7	.0	.7	.0	2.0
	Disagree	11	7.3	7.3	8.0	.0	2.1	3.3	11.3
	Neutral	54	36.0	36.0	44.0	.1	3.8	28.7	44.0
	Agree	55	36.7	36.7	80.7	.0	3.8	29.3	44.0
	Strongly Agree	29	19.3	19.3	100.0	.0	3.1	13.3	25.3
	Total	150	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 5: Transmedia / Cross media strategies
Source: adapted from SPSS Software - own elaboration

These tools are innovative and have a strong potential for digital communication? [Blended Marketing (Combination of online with offline tools)]

		Frequency	Percent	Valid Percent	Cumulative Percent	Bootstrap for Percent[a]			
						Bias	Std. Error	95% Confidence Interval	
								Lower	Upper
Valid	Disagree	3	2.0	2.0	2.0	.0	1.1	.0	4.7
	Neutral	27	18.0	18.0	20.0	.0	3.1	12.0	24.0
	Agree	68	45.3	45.3	65.3	.1	4.1	36.7	52.7
	Strongly Agree	52	34.7	34.7	100.0	.0	3.8	28.0	42.6
	Total	150	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 6: Blended Marketing

Source: adapted from SPSS Software - own elaboration

These tools are innovative and have a strong potential for digital communication? [Augmented Reality]

		Frequency	Percent	Valid Percent	Cumulative Percent	Bootstrap for Percent[a]			
						Bias	Std. Error	95% Confidence Interval	
								Lower	Upper
Valid	Strongly Disagree	3	2.0	2.0	2.0	.0	1.1	.0	4.7
	Disagree	14	9.3	9.3	11.3	.0	2.3	5.3	14.0
	Neutral	80	53.3	53.3	64.7	-.1	4.0	45.3	61.3
	Agree	38	25.3	25.3	90.0	-.1	3.4	18.7	32.0
	Strongly Agree	15	10.0	10.0	100.0	.1	2.4	5.4	15.3
	Total	150	100.0	100.0		.0	.0	100.0	100.0

a. Unless otherwise noted, bootstrap results are based on 1000 stratified bootstrap samples

Table 7: Augmented reality
Source: adapted from SPSS Software - own elaboration
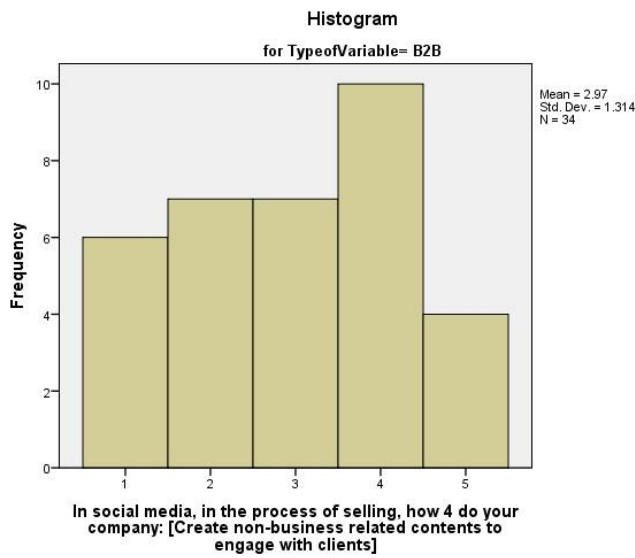
Appendix 15: Use of online strategies

In social media, in the process of selling, how 4 do your company: [Comment or answer to comments]
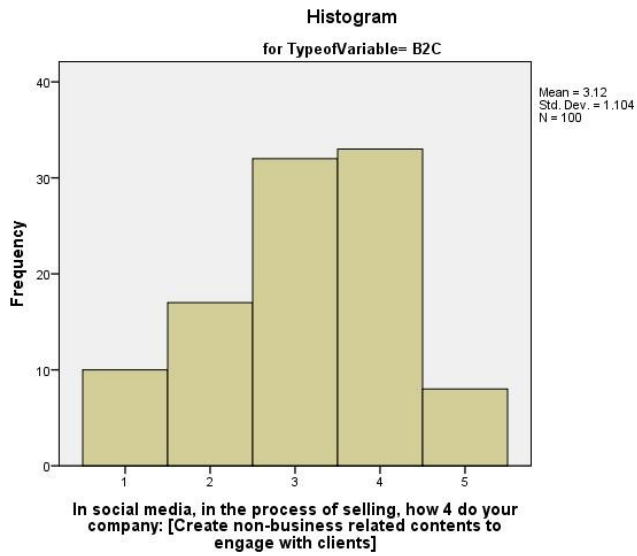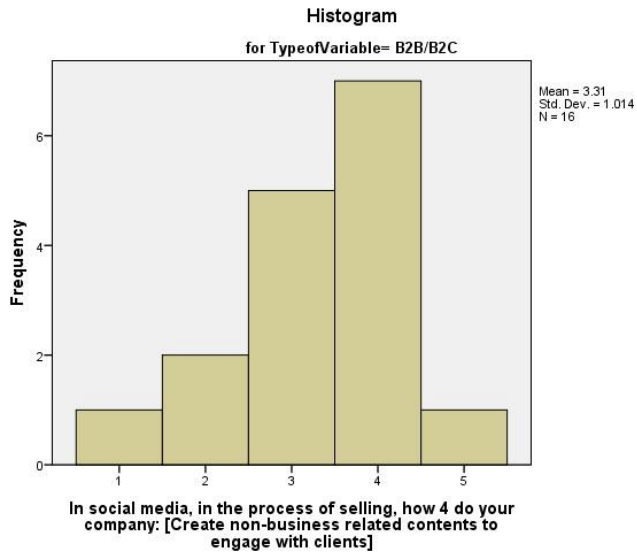
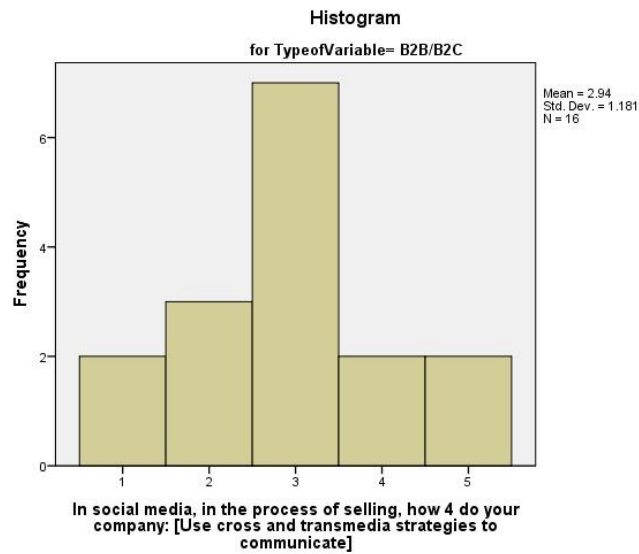|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	20	12.9	13.3	13.3
	Rarely	24	15.5	16.0	29.3
	Sometimes	36	23.2	24.0	53.3
	Often	39	25.2	26.0	79.3
	Often	31	20.0	20.7	100.0
	Total	150	96.8	100.0	
	System	5	3.2		
Missing		155	100.0		

Table 1: Company that Comment or answer to comments
Source: adapted from SPSS Software - own elaboration

In social media, in the process of selling, how 4 do your company: [Create non-business related contents to engage with clients]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	17	11.0	11.3	11.3
	Rarely	26	16.8	17.3	28.7
	Sometimes	44	28.4	29.3	58.0
	Often	50	32.3	33.3	91.3
	Always	13	8.4	8.7	100.0
	Total	150	96.8	100.0	
Missing	System	5	3.2		
Total		155	100.0		

Table 2: Company that Create non-business related contents to engage with clients
Source: adapted from SPSS Software - own elaboration

In social media, in the process of selling, how 4 do your company: [Use cross and transmedia strategies to communicate]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	25	16.1	16.7	16.7
	Rarely	26	16.8	17.3	34.0
	Sometimes	43	27.7	28.7	62.7
	Often	43	27.7	28.7	91.3
	Always	13	8.4	8.7	100.0
	Total	150	96.8	100.0	
Missing	System	5	3.2		
Total		155	100.0		

Table 3: Company that use cross and transmedia strategies to communicate
Source: adapted from SPSS Software - own elaboration

Appendix 16: Process of selling Vs Social media

In Social media, in the process of selling, how often do your company:

Comment or answer to comments

Histogram

for TypeofVariable= B2B

Mean = 3
Std. Dev. = 1.326
N = 34

In social media, in the process of selling, how 4 do your company: [Comment or answer to comments]

Histogram

for TypeofVariable= B2B/B2C

Mean = 2.94
Std. Dev. = 1.436
N = 16

In social media, in the process of selling, how 4 do your company: [Comment or answer to comments]

Histogram

for TypeofVariable= B2C

Mean = 3.38
Std. Dev. = 1.285
N = 100

In social media, in the process of selling, how 4 do your company: [Comment or answer to comments]

Create non-business related contents to engage with clients

Histogram

for TypeofVariable= B2B

Mean = 2.97
Std. Dev. = 1.314
N = 34

In social media, in the process of selling, how 4 do your company: [Create non-business related contents to engage with clients]

Histogram

for TypeofVariable= B2B/B2C

Mean = 3.31
Std. Dev. = 1.014
N = 16

In social media, in the process of selling, how 4 do your
company: [Create non-business related contents to
engage with clients]

Histogram

for TypeofVariable= B2C

Mean = 3.12
Std. Dev. = 1.104
N = 100

In social media, in the process of selling, how 4 do your
company: [Create non-business related contents to
engage with clients]

Use cross and transmedia strategies to communicate

Histogram

for TypeofVariable= B2B/B2C

Mean = 2.94
Std. Dev. = 1.181
N = 16

In social media, in the process of selling, how 4 do your company: [Use cross and transmedia strategies to communicate]

Histogram

for TypeofVariable= B2C

Mean = 2.93
Std. Dev. = 1.217
N = 100

In social media, in the process of selling, how 4 do your company: [Use cross and transmedia strategies to communicate]

In social media, in the process of selling, how 4 do your company: [Use cross and transmedia strategies to communicate]

Type of Company

Appendix 17: Use of Social Media

Do you use these social media for engage with your clients? [Facebook]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	33	21.3	22.0	22.0
	Rarely	15	9.7	10.0	32.0
	Sometimes	32	20.6	21.3	53.3
	Often	34	21.9	22.7	76.0
	Always	36	23.2	24.0	100.0
	Total	150	96.8	100.0	
Missing	System	5	3.2		
Total		155	100.0		

Table 1: Facebook
Source: adapted from SPSS Software - own elaboration

Do you use these social media for engage with your clients? [Twitter]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	62	40.0	41.3	41.3
	Rarely	22	14.2	14.7	56.0
	Sometimes	24	15.5	16.0	72.0
	Often	20	12.9	13.3	85.3
	Always	22	14.2	14.7	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	150	96.8	100.0	
Missing	System	5	3.2		
Total		155	100.0		

Table 2: Twitter
Source: adapted from SPSS Software - own elaboration

Do you use these social media for engage with your clients? [YouTube]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	69	44.5	46.0	46.0
	Rarely	26	16.8	17.3	63.3
	Sometimes	22	14.2	14.7	78.0
	Often	22	14.2	14.7	92.7
	Always	11	7.1	7.3	100.0
	Total	150	96.8	100.0	
Missing	System	5	3.2		
Total		155	100.0		

Table 3: Youtube
Source: adapted from SPSS Software - own elaboration

Do you use these social media for engage with your clients? [Blogs]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	43	27.7	28.7	28.7
	Rarely	28	18.1	18.7	47.3

		Frequency	Percent	Valid Percent	Cumulative Percent
	Sometimes	32	20.6	21.3	68.7
	Often	33	21.3	22.0	90.7
	Always	14	9.0	9.3	100.0
	Total	150	96.8	100.0	
Missing	System	5	3.2		
Total		155	100.0		

Table 4: Blogs
Source: adapted from SPSS Software - own elaboration

Do you use these social media for engage with your clients? [Photo- and video-sharing]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	14	9.0	9.3	9.3
	Rarely	17	11.0	11.3	20.7
	Sometimes	36	23.2	24.0	44.7
	Often	48	31.0	32.0	76.7
	Always	35	22.6	23.3	100.0
	Total	150	96.8	100.0	
Missing	System	5	3.2		
Total		155	100.0		

Table 5: Photo and video sharing
Source: adapted from SPSS Software - own elaboration

Do you use these social media for engage with your clients? [Widgets and applications]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	62	40.0	41.3	41.3
	Rarely	41	26.5	27.3	68.7
	Sometimes	25	16.1	16.7	85.3
	Often	21	13.5	14.0	99.3
	Always	1	.6	.7	100.0
	Total	150	96.8	100.0	
Missing	System	5	3.2		
Total		155	100.0		

Table 6: Widgets and applications
Source: adapted from SPSS Software - own elaboration

Do you use these social media for engage with your clients? [Other Social Networks/Online platforms]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	27	17.4	18.0	18.0
	Rarely	26	16.8	17.3	35.3
	Sometimes	42	27.1	28.0	63.3
	Often	34	21.9	22.7	86.0
	Always	21	13.5	14.0	100.0
	Total	150	96.8	100.0	
Missing	System	5	3.2		
Total				155	100.0

Table 7: Other Social Networks/Online platforms
Source: adapted from SPSS Software - own elaboration

Appendix 18: Innovative tools Vs Country of Origin

Appendix with some of the results to explain the sentence created
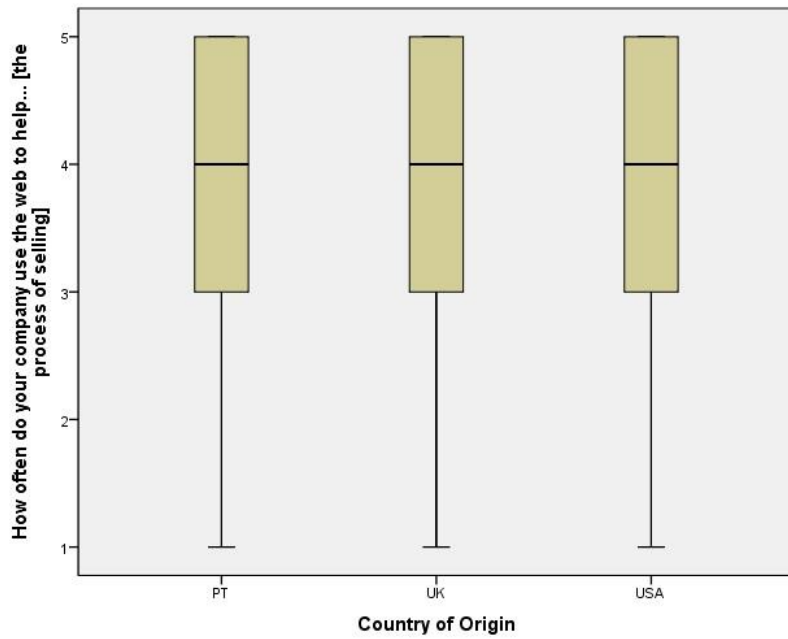
Figure 1: Web to help the process of selling
Source: adapted from SPSS Software - own elaboration
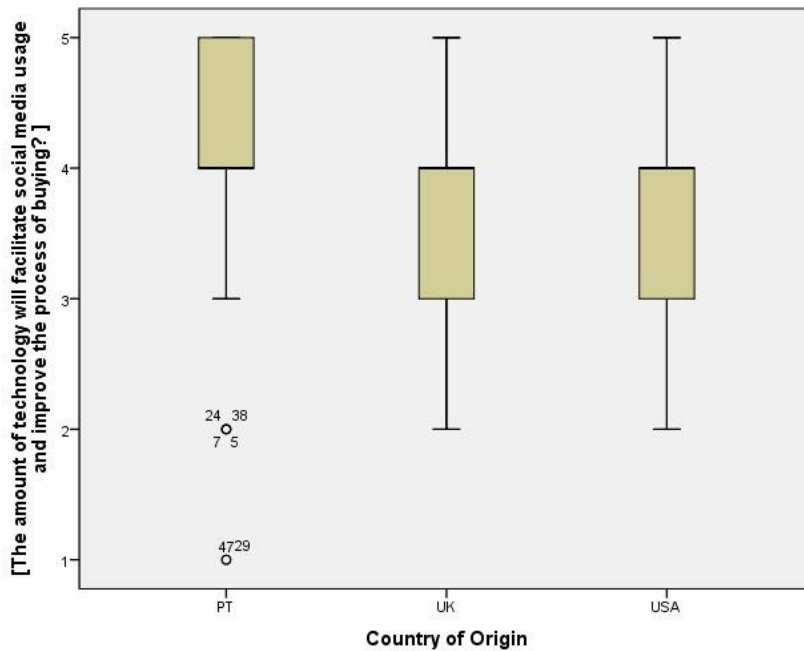
Figure 2: The amount of technology facilitate the process of buying
Source: adapted from SPSS Software - own elaboration
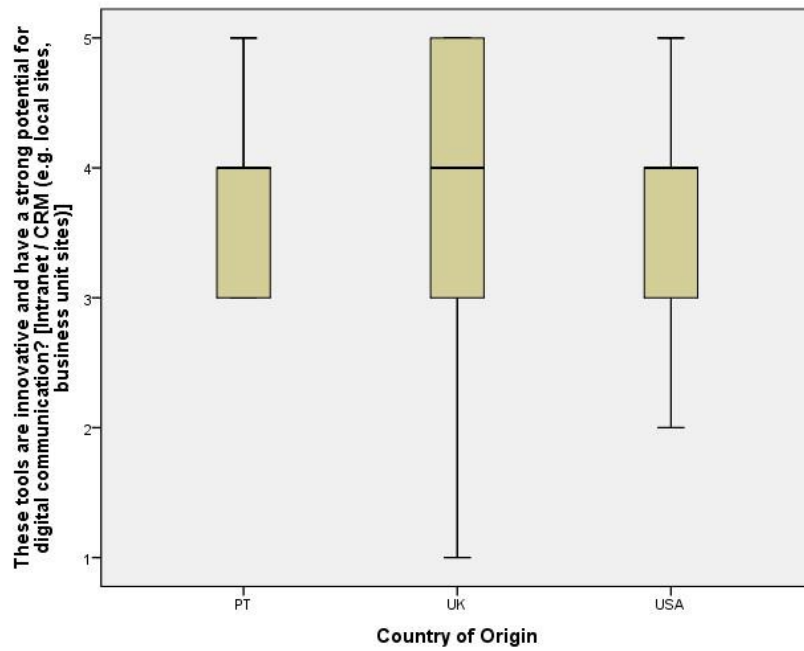
Figure 3: Innovative tool - Intranet
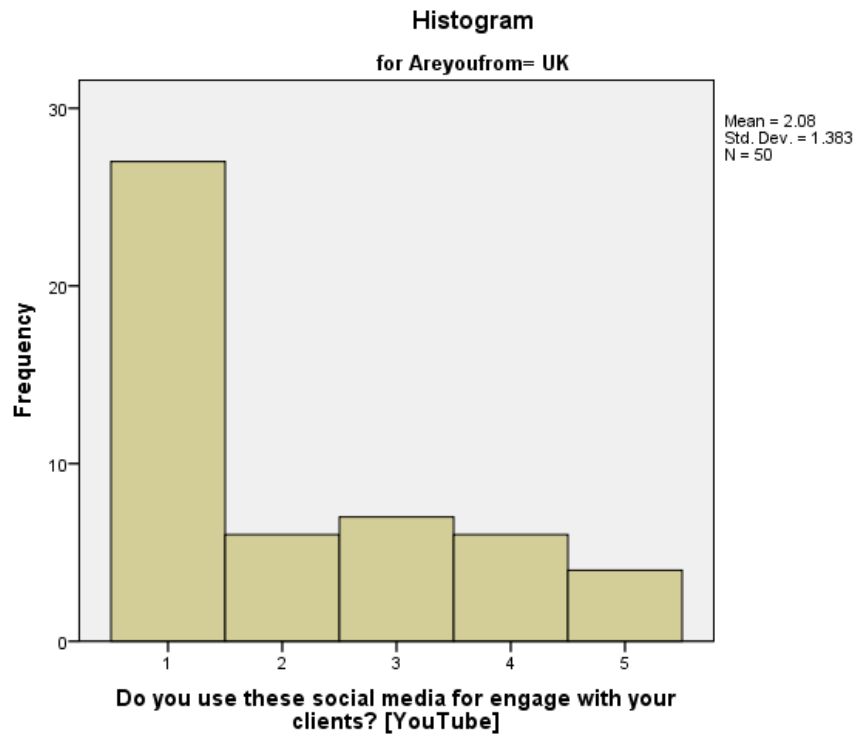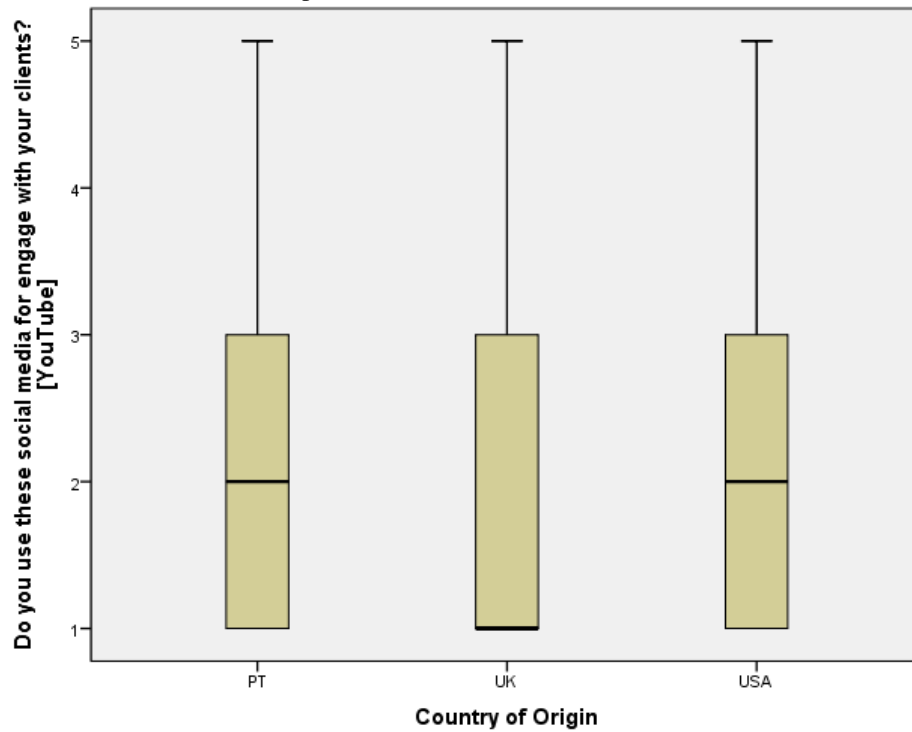Source: adapted from SPSS Software - own elaboration
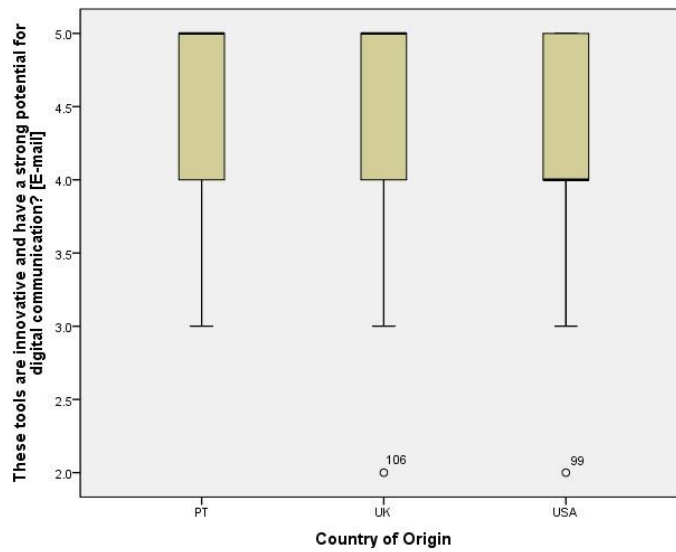
Figure 4: Innovative tool – E-mail
Source: adapted from SPSS Software - own elaboration
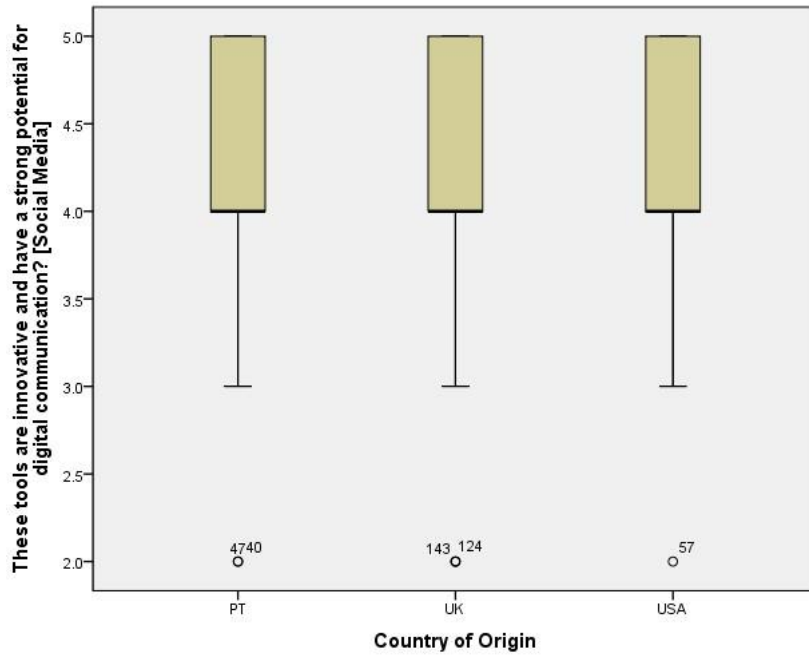
Figure 5: Innovative tool – Social Media
Source: adapted from SPSS Software - own elaboration
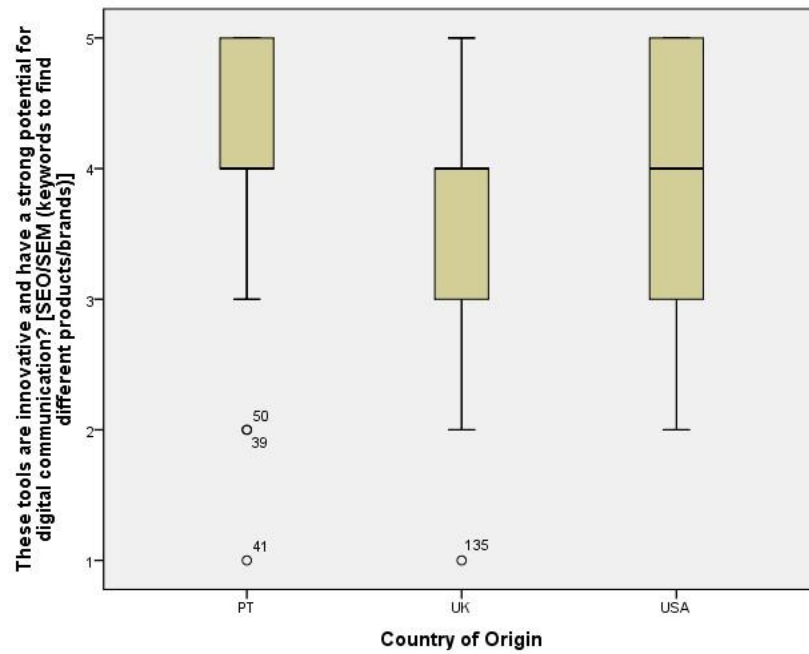
Figure 6: Innovative tool – SEO/SEM
Source: adapted from SPSS Software - own elaboration
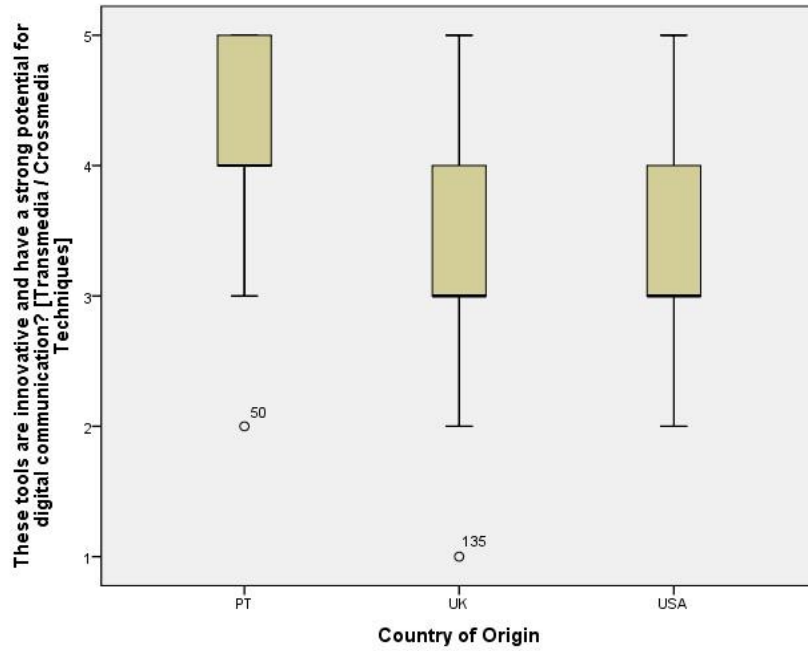
Figure 7: Innovative tool – Transmedia/cross media Techniques
Source: adapted from SPSS Software - own elaboration
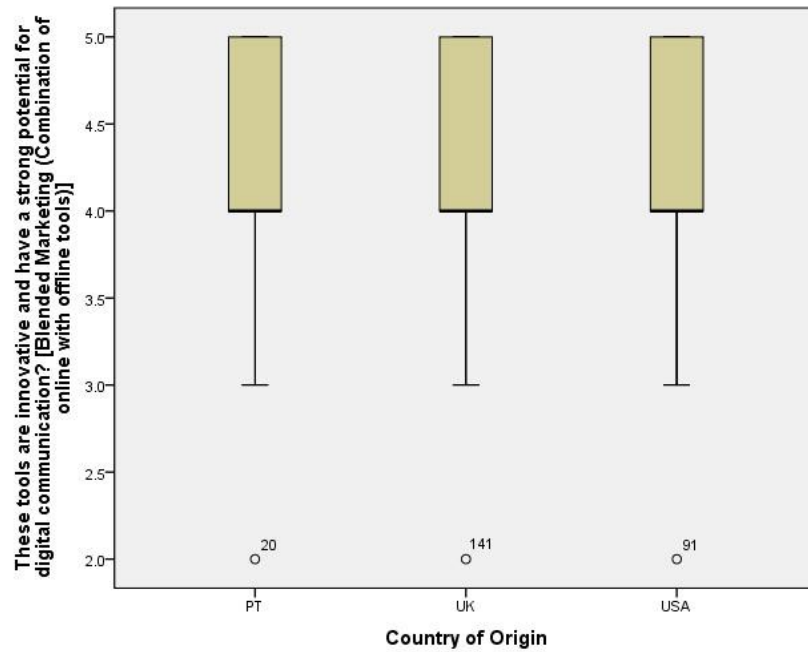
Figure 8: Innovative tool – Blended Marketing
Source: adapted from SPSS Software - own elaboration

Appendix 19: Social Networks Vs Country of Origin
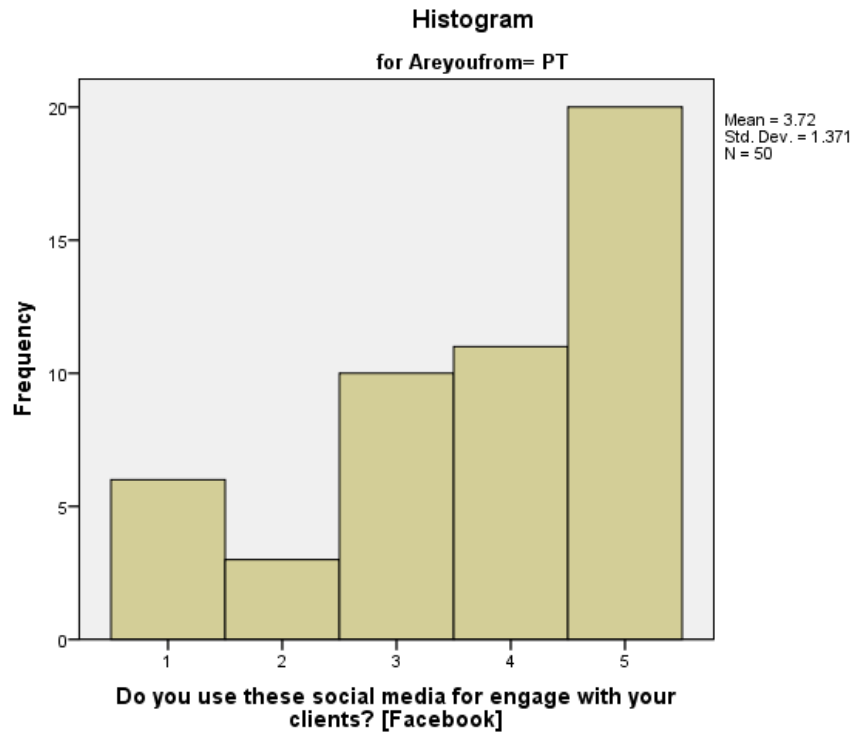
Figure 1: Facebook - PT
Source: adapted from SPSS Software - own elaboration
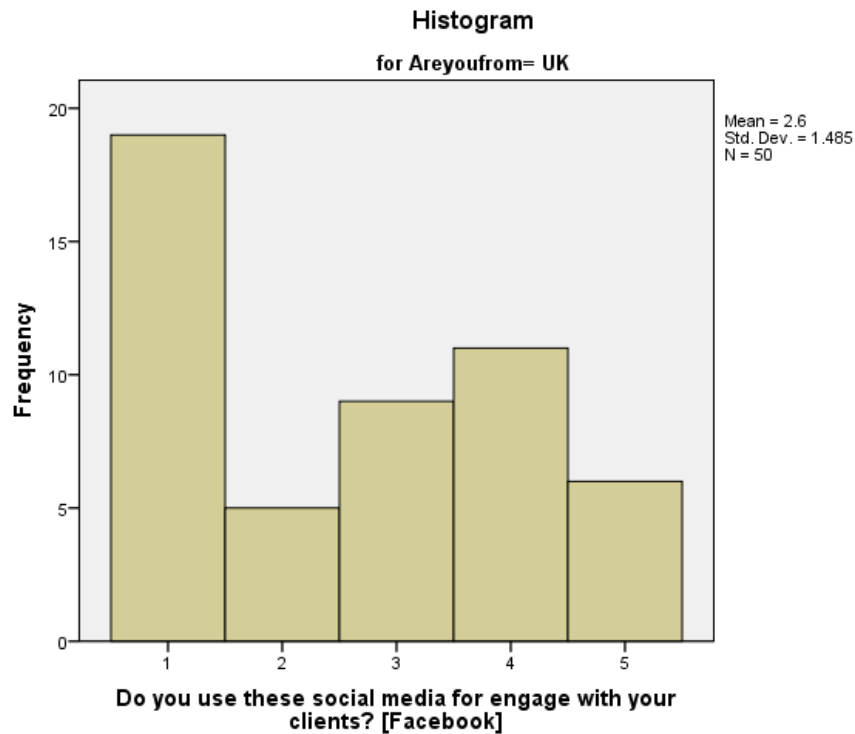
Figure 2: Facebook - UK
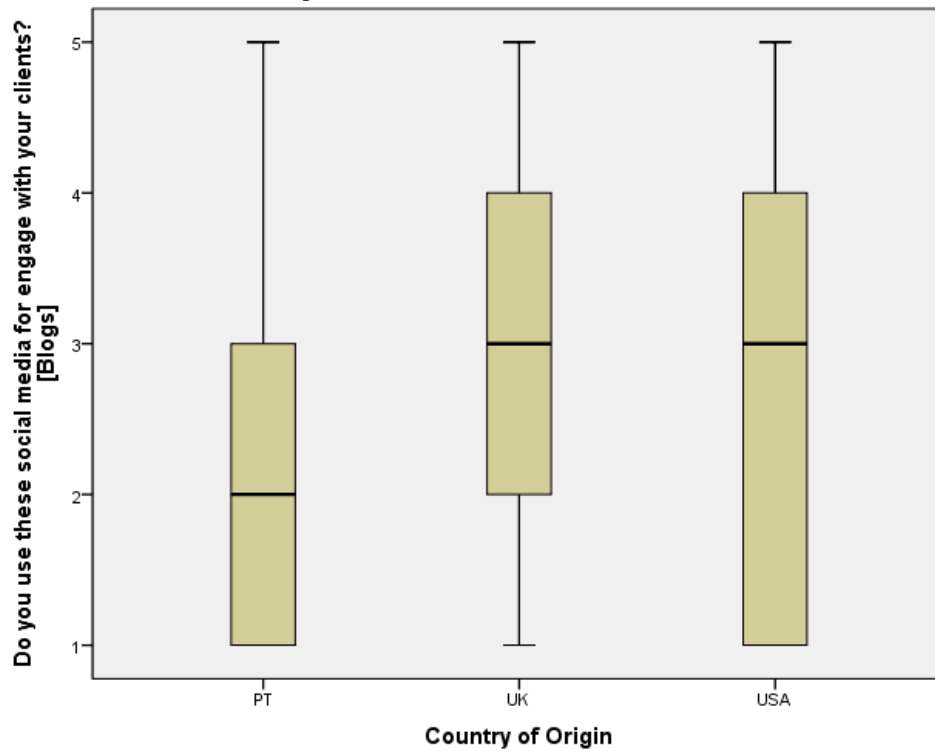Source: adapted from SPSS Software - own elaboration
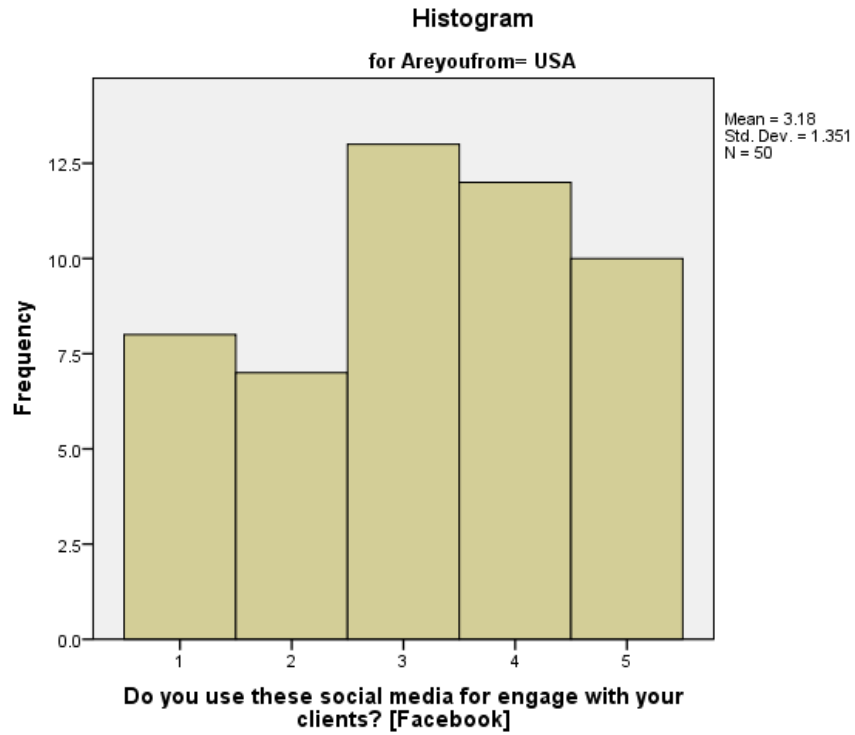
Figure 3: Facebook - UK
Source: adapted from SPSS Software - own elaboration
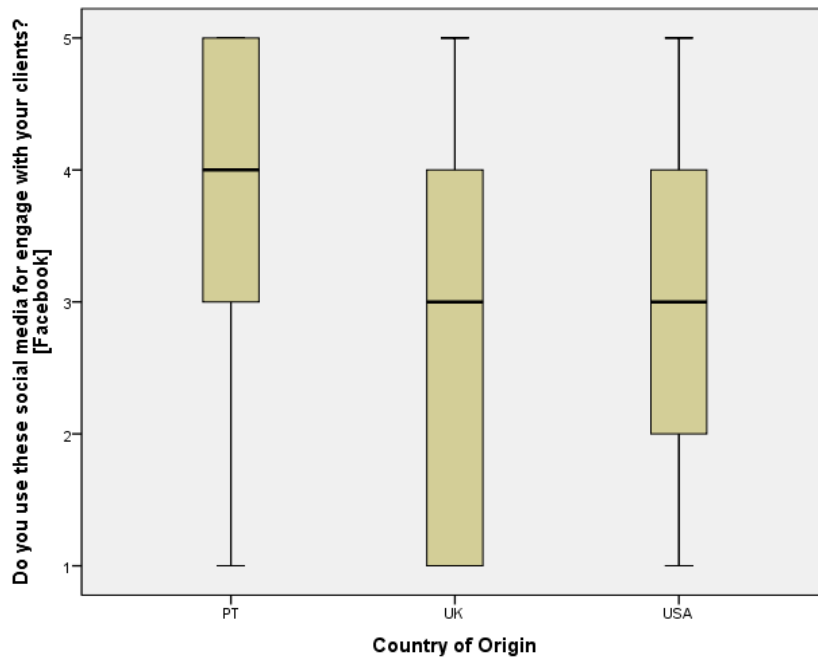
Figure 4: Facebook
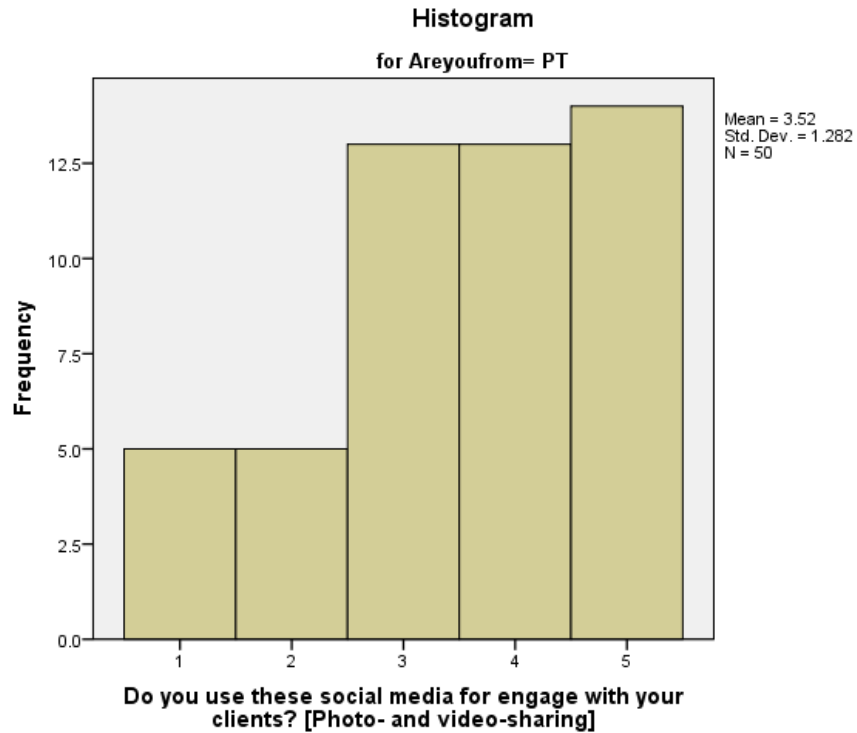Source: adapted from SPSS Software - own elaboration
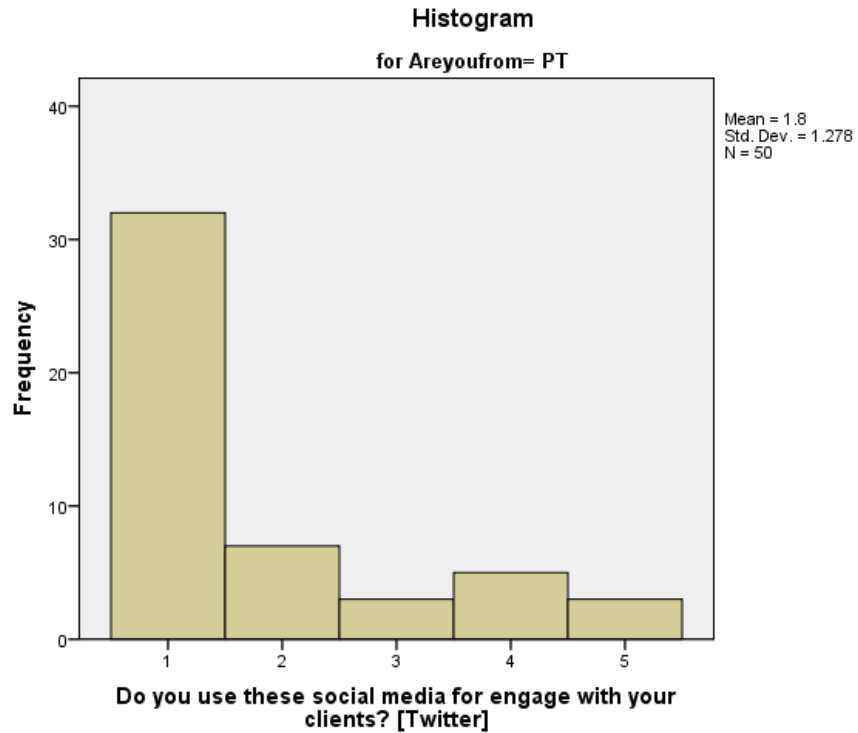
Figure 5: Twitter - PT
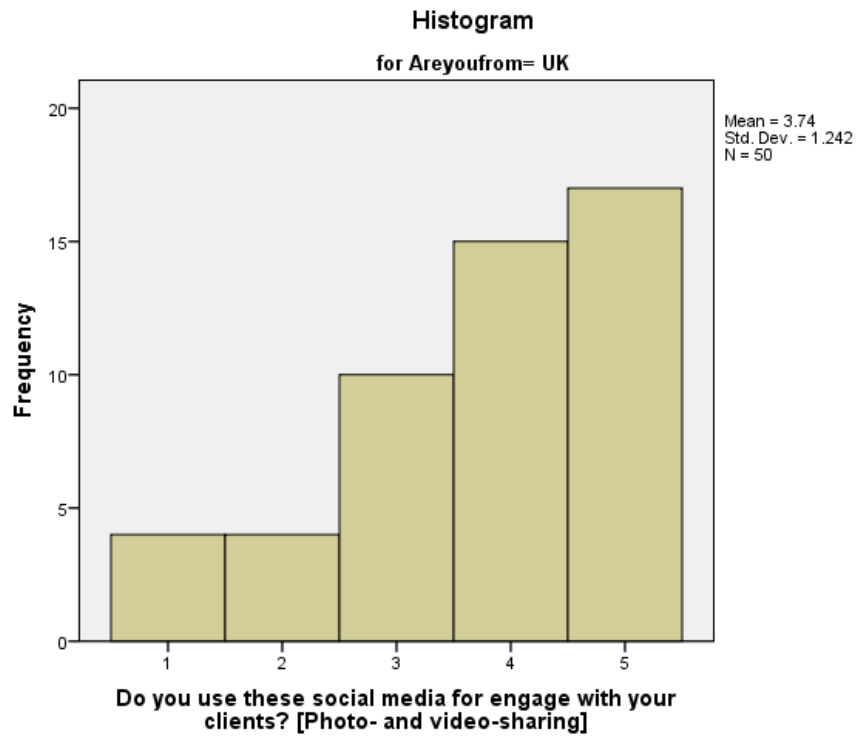Source: adapted from SPSS Software - own elaboration
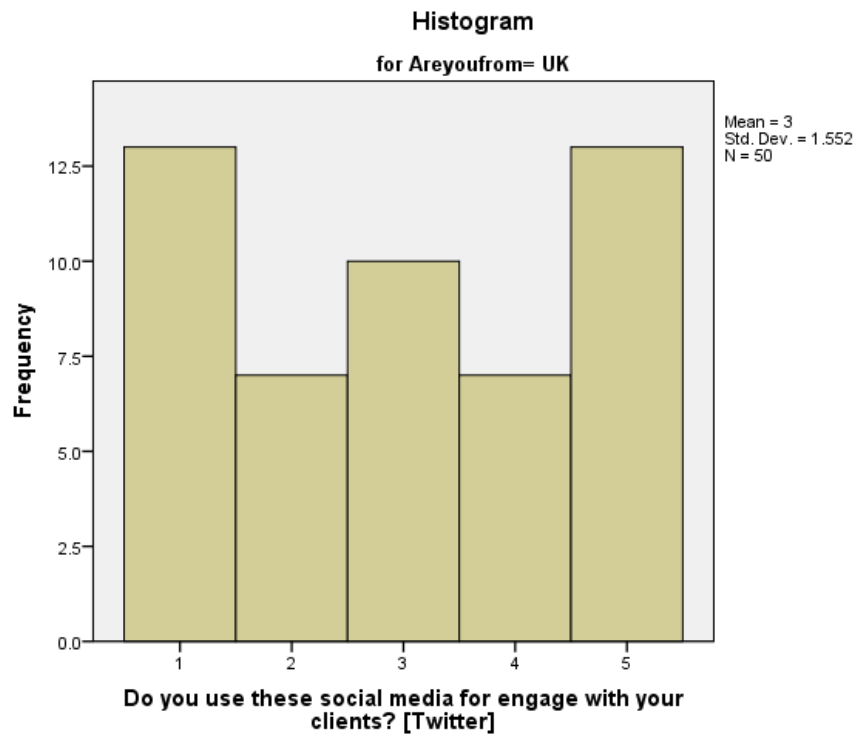
Figure 6: Twitter - UK
Source: adapted from SPSS Software - own elaboration
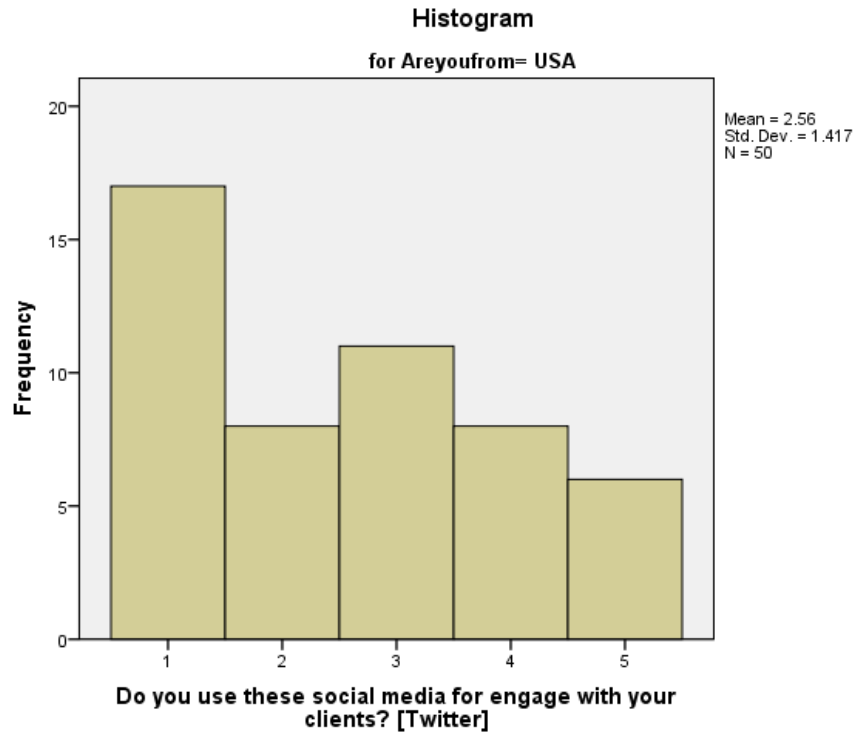
Figure 7: Twitter - USA
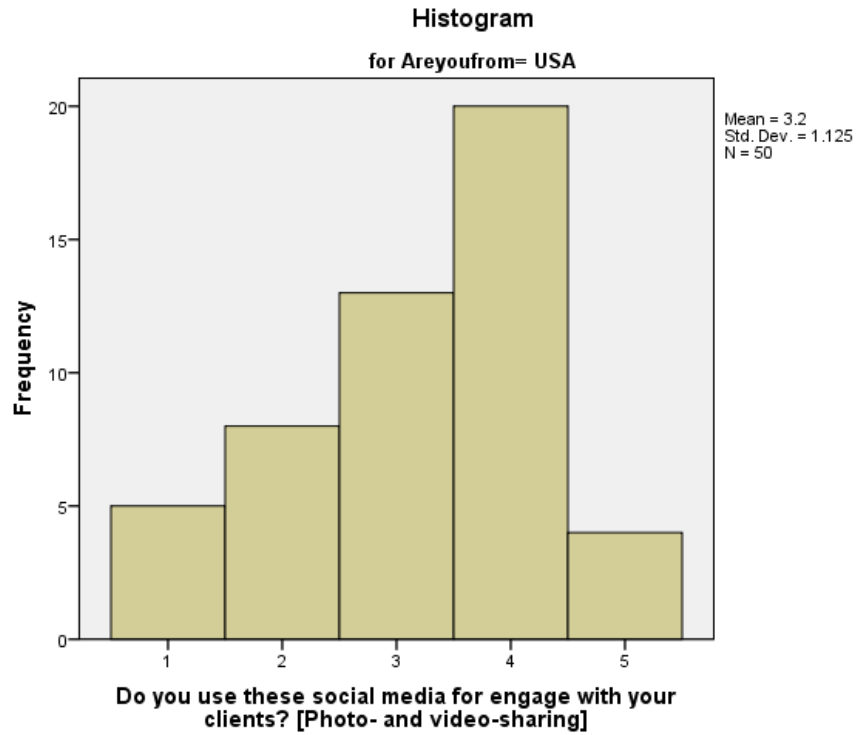Source: adapted from SPSS Software - own elaboration
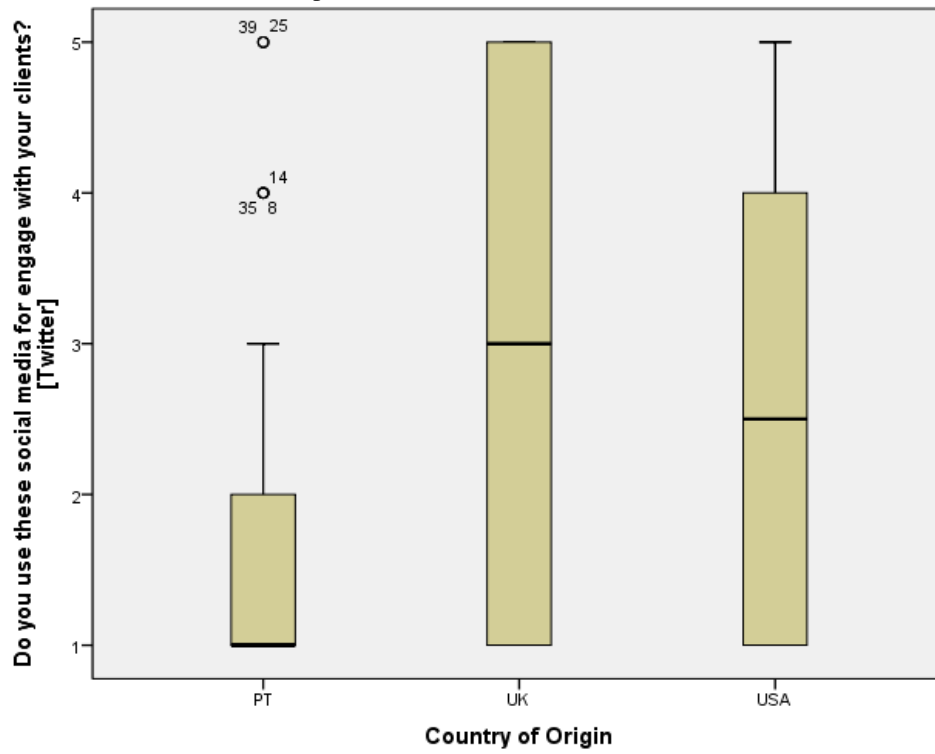
Figure 8: Twitter
Source: adapted from SPSS Software - own elaboration

Histogram

for Areyoufrom= PT

Mean = 2.22
Std. Dev. = 1.418
N = 50
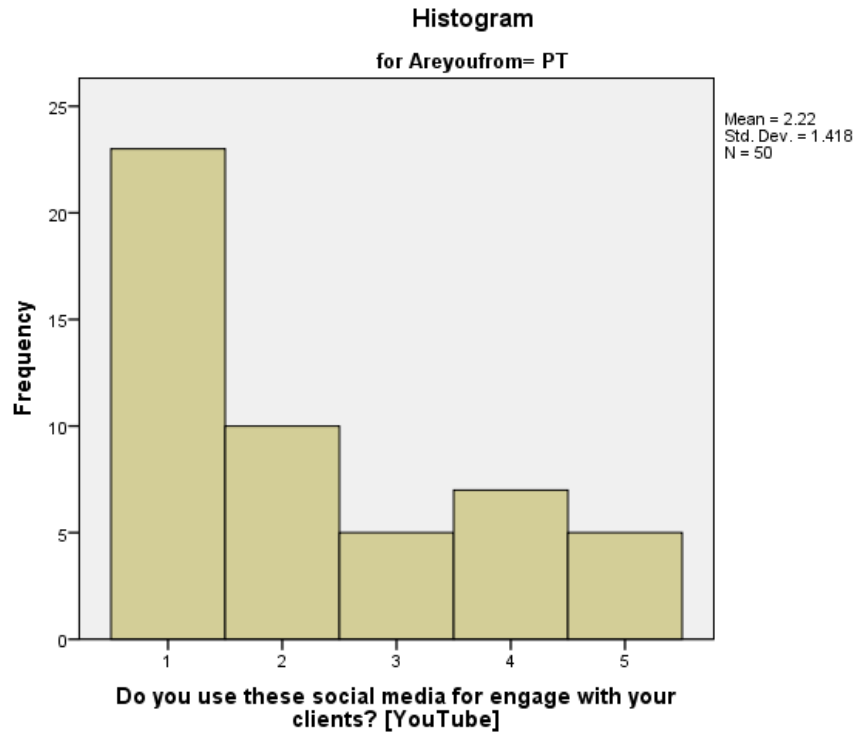
Figure 9: YouTube - PT
Source: adapted from SPSS Software - own elaboration

Histogram

for Areyoufrom= UK

Mean = 2.08
Std. Dev. = 1.383
N = 50

Figure 10: YouTube - UK
Source: adapted from SPSS Software - own elaboration
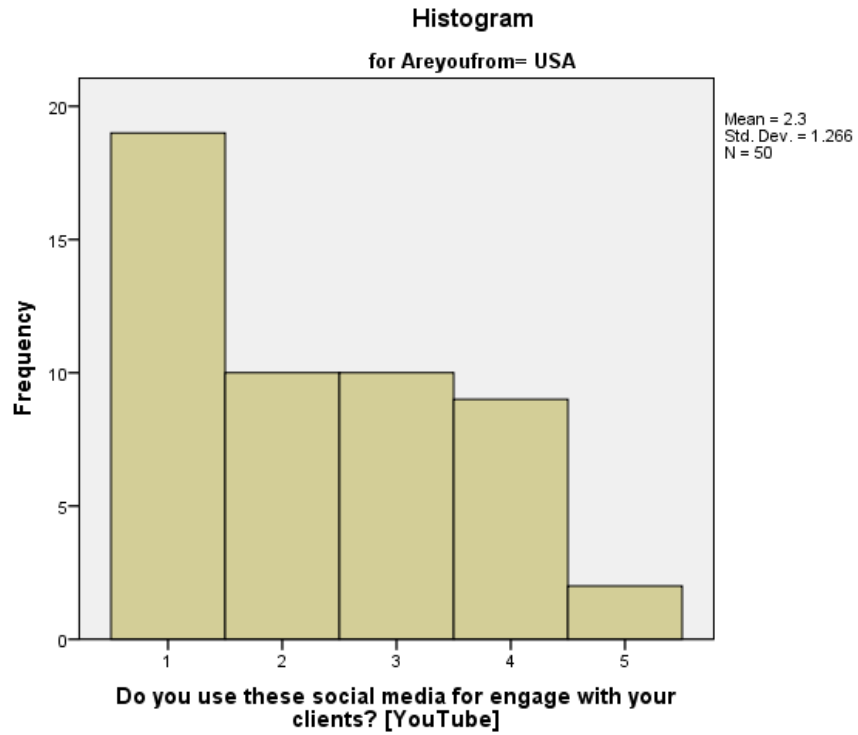
Figure 11: YouTube - USA
Source: adapted from SPSS Software - own elaboration

Figure 12: YouTube
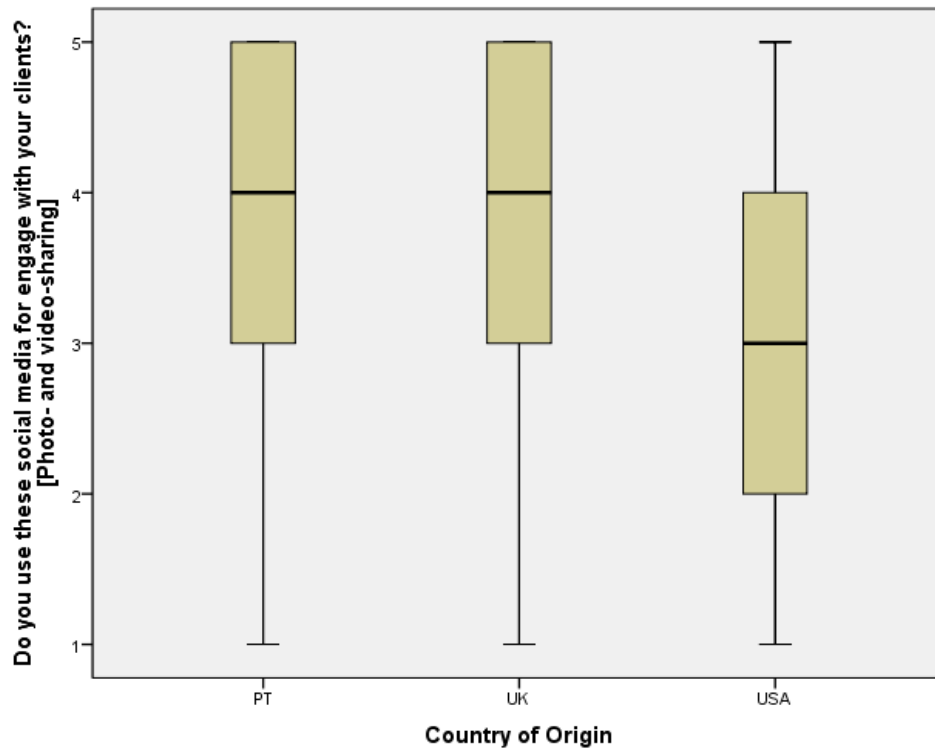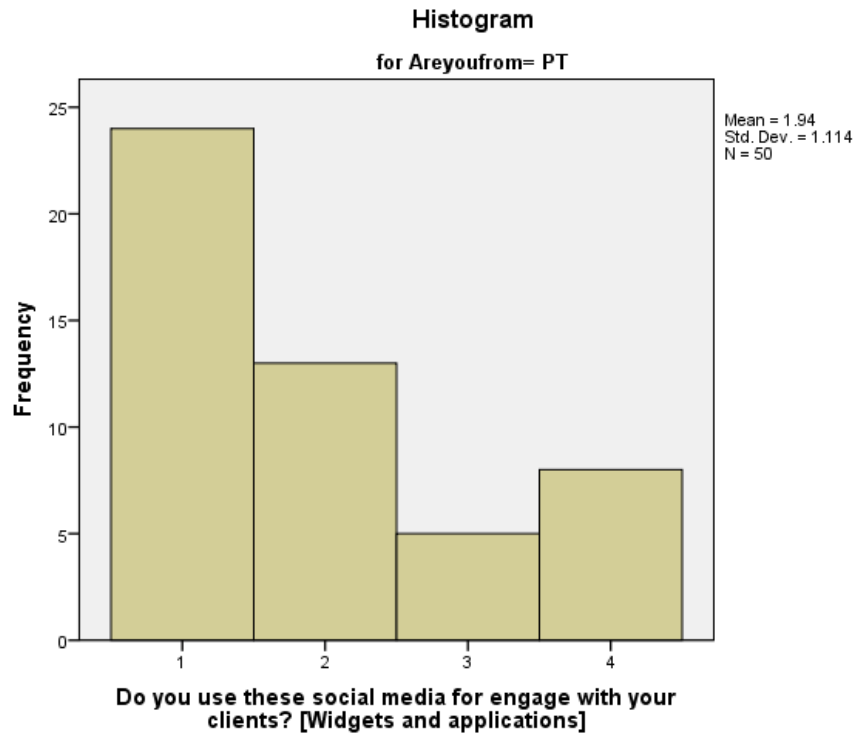Source: adapted from SPSS Software - own elaboration
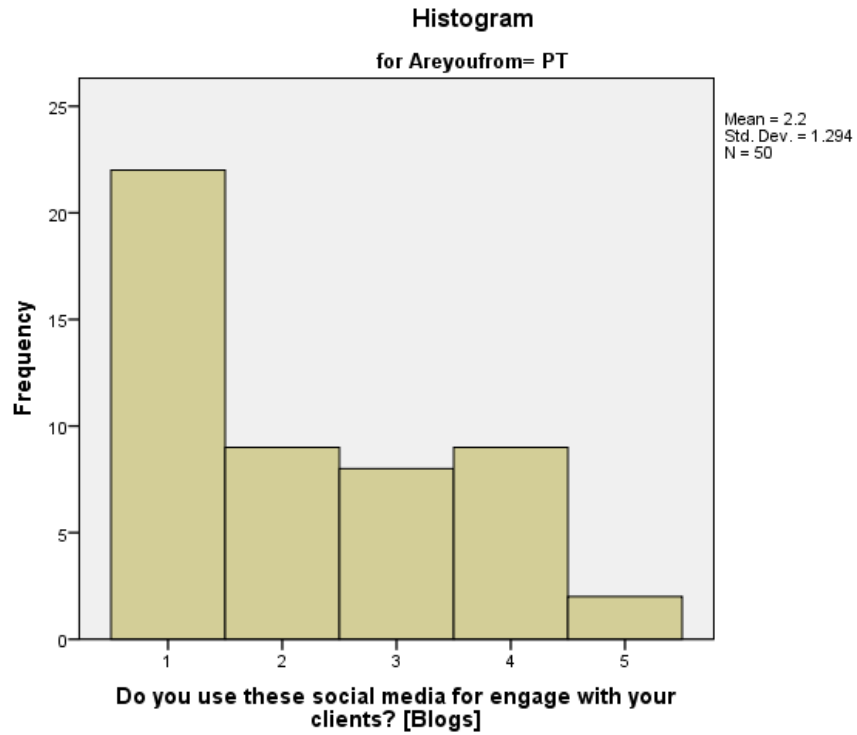
Figure 13: Blogs - PT
Source: adapted from SPSS Software - own elaboration
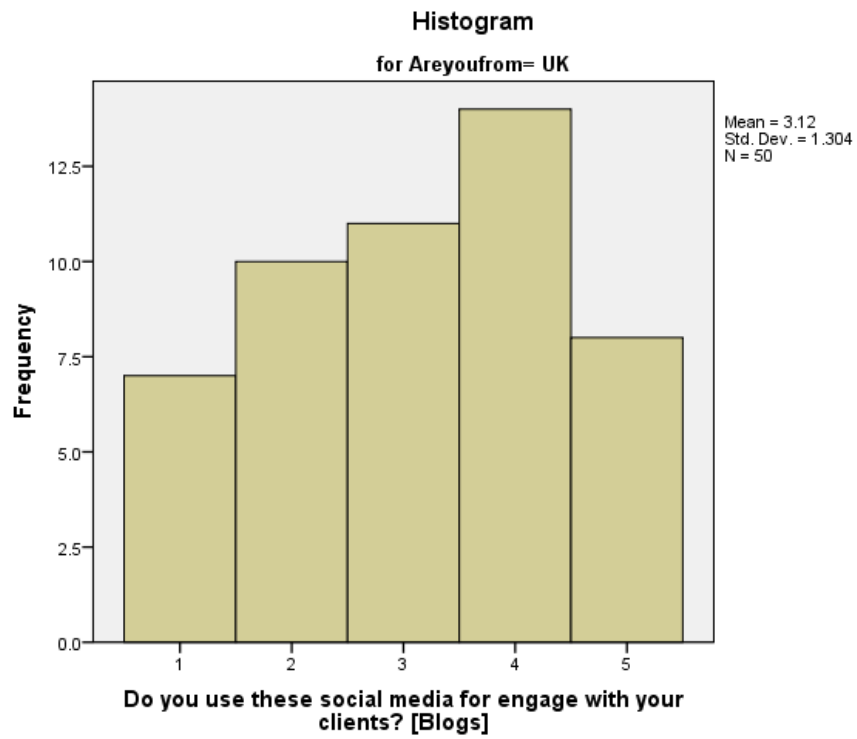
Figure 14: Blogs - UK
Source: adapted from SPSS Software - own elaboration
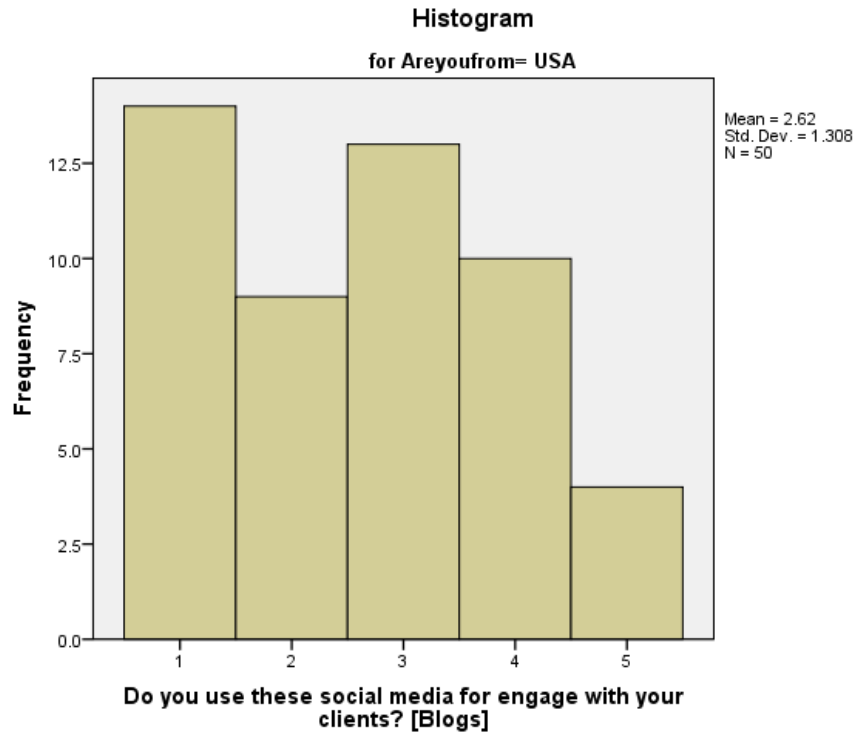
Figure 15: Blogs - USA
Source: adapted from SPSS Software - own elaboration

Figure 16: Blogs
Source: adapted from SPSS Software - own elaboration

Figure 17: Photo and video-sharing - PT
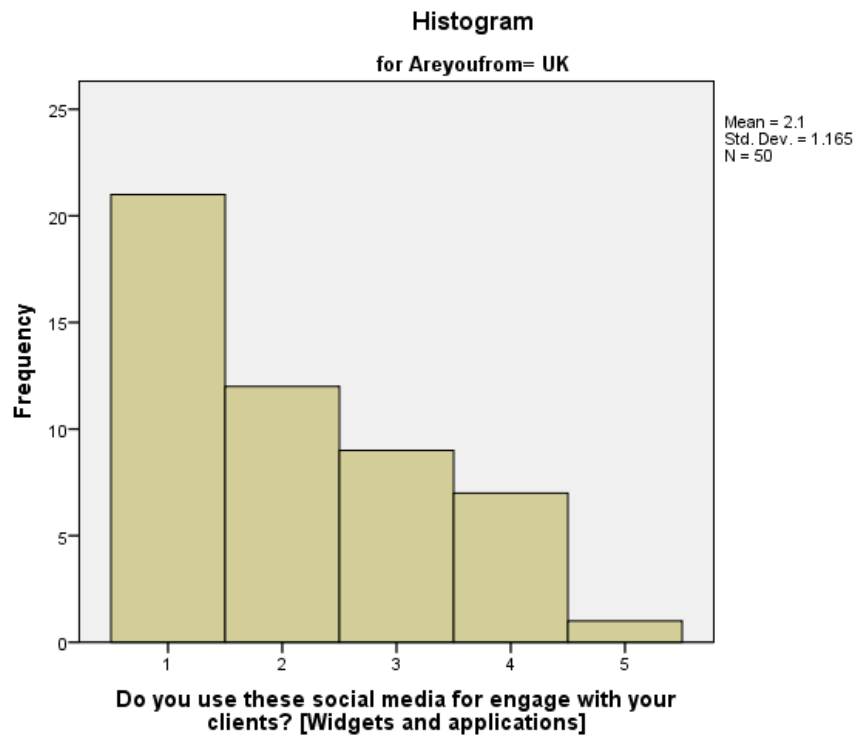Source: adapted from SPSS Software - own elaboration

Figure 18: Photo and video-sharing - UK
Source: adapted from SPSS Software - own elaboration

Figure 19: Photo and video-sharing - USA
Source: adapted from SPSS Software - own elaboration

Figure 20: Photo and video-sharing
Source: adapted from SPSS Software - own elaboration

Figure 21: Widgets and applications - PT
Source: adapted from SPSS Software - own elaboration

Figure 22: Widgets and applications - UK
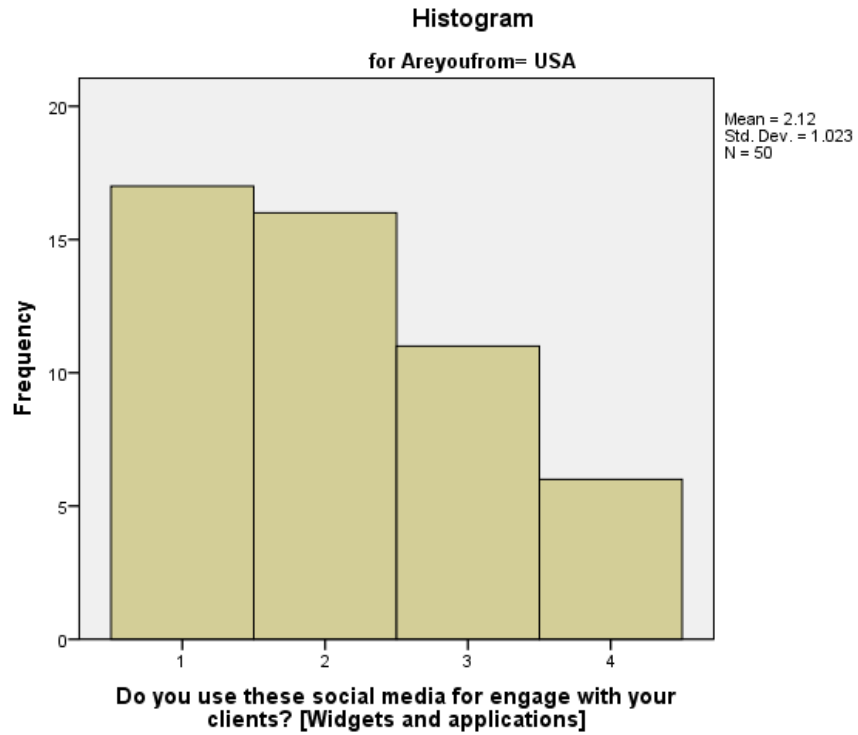Source: adapted from SPSS Software - own elaboration

Figure 23: Widgets and applications - USA
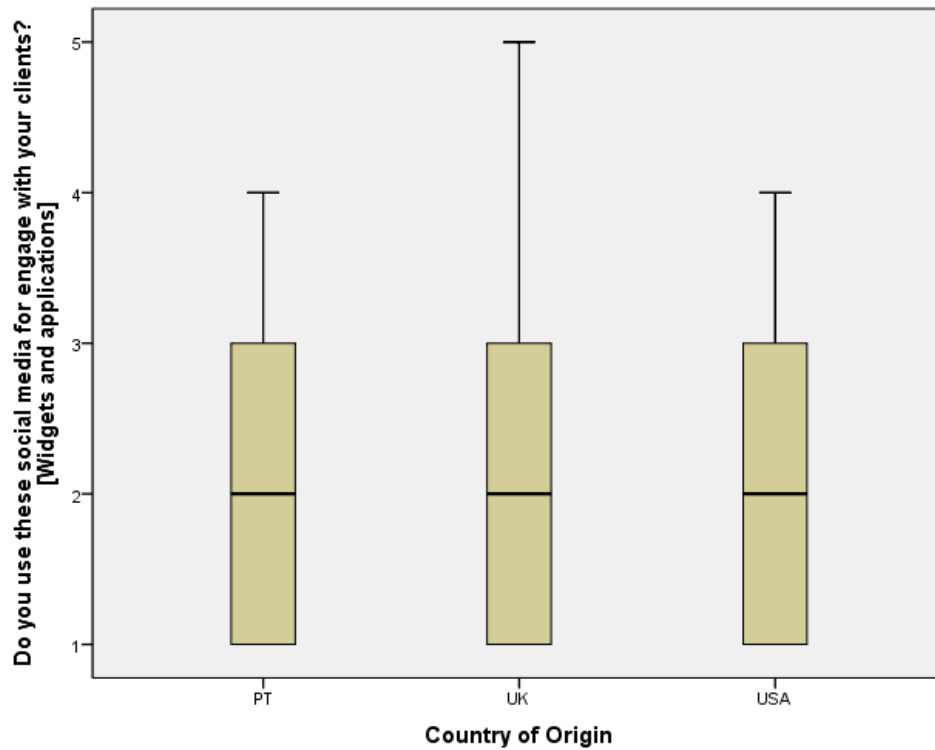Source: adapted from SPSS Software - own elaboration

Figure 24: Widgets and applications
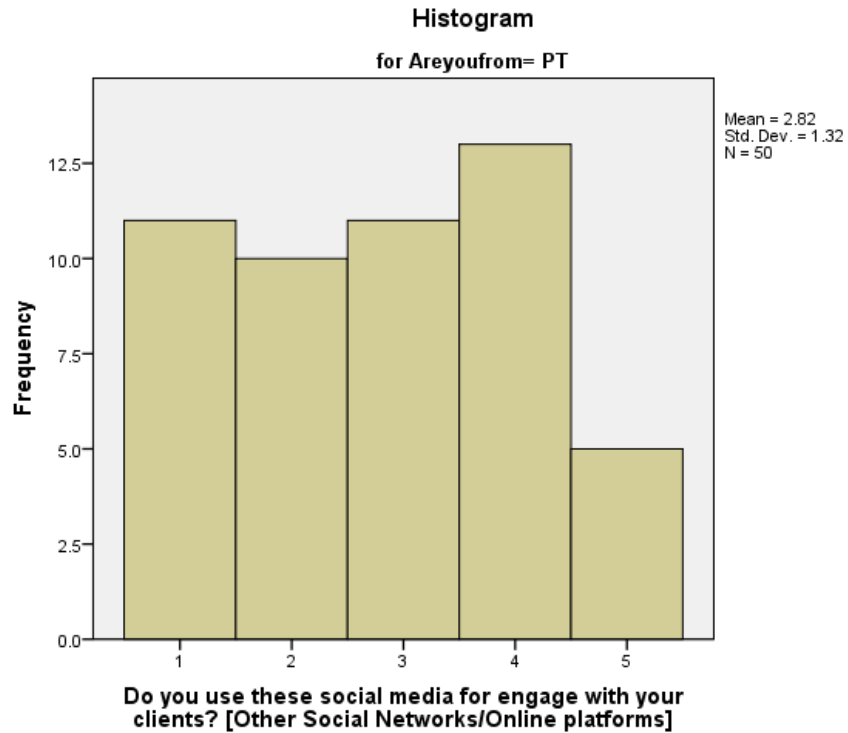Source: adapted from SPSS Software - own elaboration

Histogram

for Areyoufrom= PT

Mean = 2.82
Std. Dev. = 1.32
N = 50

Frequency

Do you use these social media for engage with your clients? [Other Social Networks/Online platforms]

Figure 25: Other Social Networks/Online platforms - PT
Source: adapted from SPSS Software - own elaboration

Histogram

for Areyoufrom= UK

Mean = 3.12
Std. Dev. = 1.452
N = 50

Frequency

Do you use these social media for engage with your clients? [Other Social Networks/Online platforms]
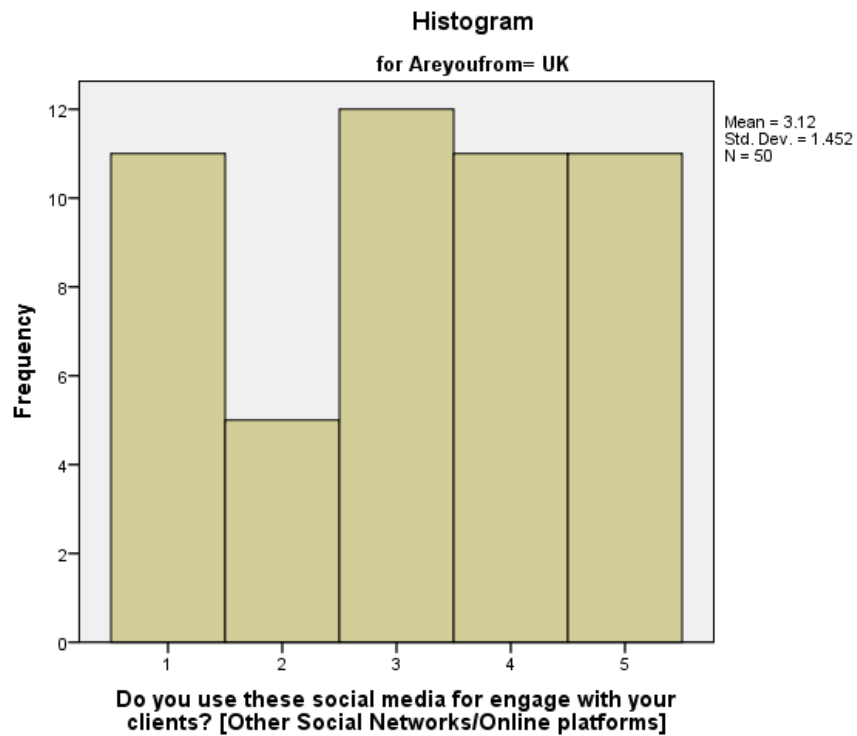
Figure 26: Other Social Networks/Online platforms - UK
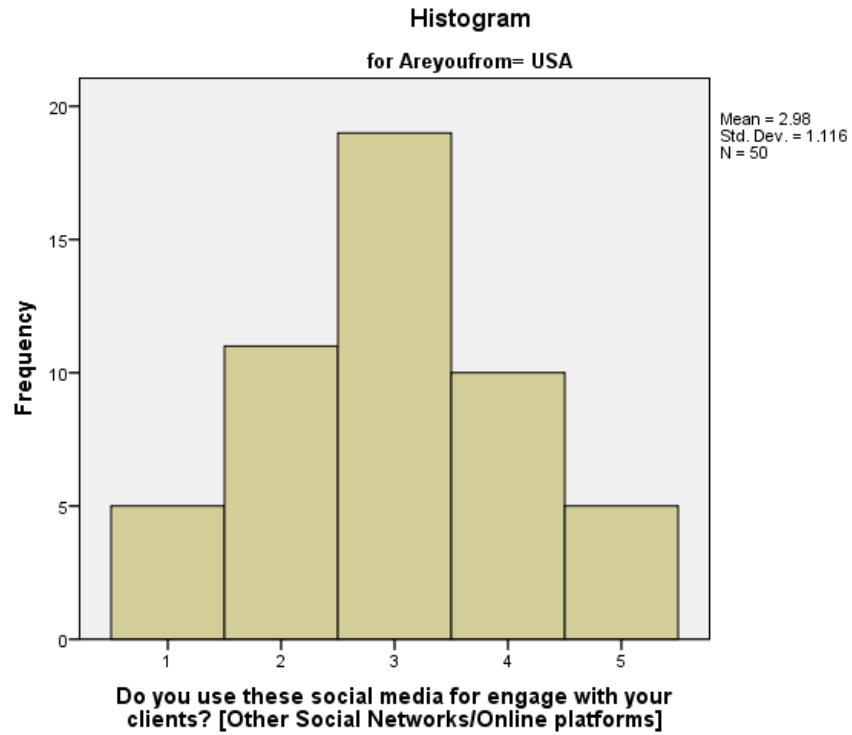Source: adapted from SPSS Software - own elaboration

Figure 27: Other Social Networks/Online platforms - USA
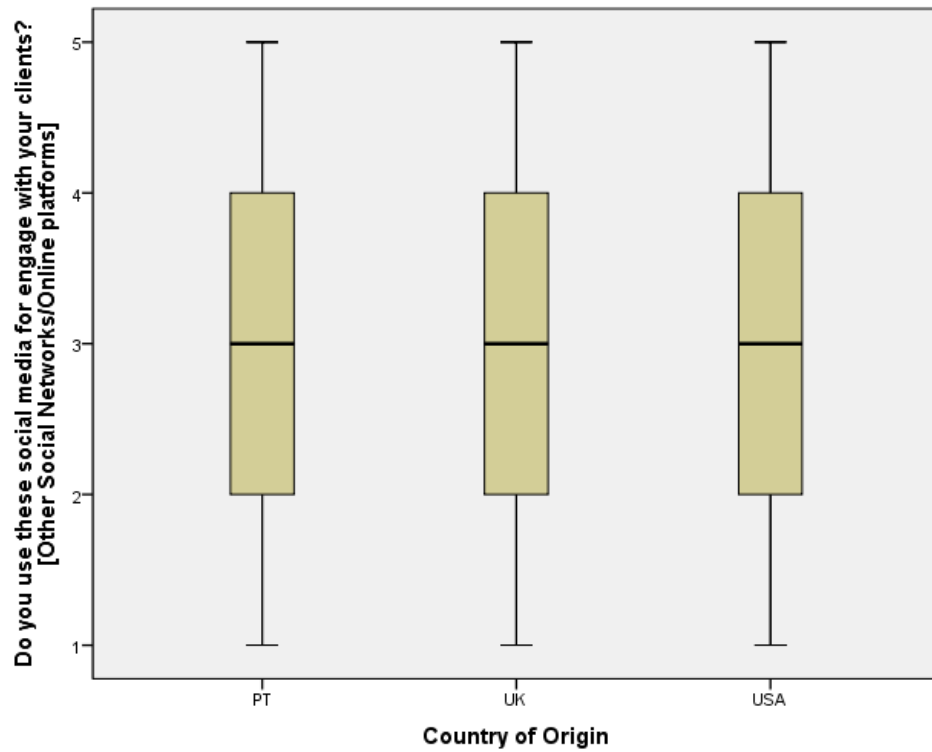Source: adapted from SPSS Software - own elaboration

Figure 28: Other Social Networks/Online platforms
Source: adapted from SPSS Software - own elaboration