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ICT in Business

Living Labs
Engaging the end user with Social Media

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MASTER'S THESIS

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Abstract

Living Labs is a way of innovation by means of testing and experimenting. The fundamental innovation method Living Labs is the co-creation with several stakeholders. These stakeholders can consist of different companies, universities, municipalities and the most important one the prospective users. They work together to develop or test new products, prototypes, business, technologic advancements etc.

The end user is the most important stakeholder in Living Labs and it is crucial to engage them appropriately. However this is mostly limited to users that are living in the area of the Living Lab for focus groups, unless the Living Lab engages the end user with online tools. These tools can be various and this thesis focuses on the potential of Social Media for Living Lab projects. The study will present a model how Social Media could be used in projects, based on literature studies, in depth interviews and a case study.

Keywords: *Living Labs, Social Media, engagement, end users, Social Media strategy model, Living Lab user engagement model*

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1 INTRODUCTION

Innovation is in a rapid technology changing world a must to abide to. Ideas and changes are spreading fast due globalization and communication advancements; whereas if one would not innovate, the others will. Organizations that do not innovate generate a disadvantage for themselves since innovation stands for economic growth (Segerstrom, 1991).

However innovation without structure or management is a rather difficult task. For the management of innovation there are different ways and methods to give structure. One of these structures is the use of Living Labs.

A Living Lab, as innovation concept, is a user-centered open innovation system. The concept contains activities like (Pallot, 2009):

- Engage all stakeholders (especially user communities)

- Co-creation with technology push and market pull (crowdsourcing)

- Explore, experiment and evaluate new ideas and innovative concepts

- Observe the potentiality of a viral adoption of new artifacts through a confrontation with user's value models.

It is a concept for creating an open innovation environment. Next to Living Labs as concept there are physical development and test environments called Living Labs. These are most of the time located in the neighborhood of cities. Within these Living Labs it is all about cooperating with each other. These Living Labs can consist of different companies, universities, municipalities and the projected users, which all work together to develop or test new products, prototypes, business, technologic advancements etc. The developed or tested results could eventually be used in the depicted market.

1.1 Setting the scope

The purpose of this master's thesis will be to focus on the first of the mentioned four points of the Living Labs concept, '*engaging all stakeholders*'. But instead of looking to the described traditional Living Labs, the thesis will focus on the virtual possibilities for Living Labs. In comparison to the traditional Living Labs, the virtual settings remove the distance barrier between the user and the Living Lab, by means of ICT solutions. It is expected of the user in the traditional Living Labs setting that he or she is present at the Living Lab for meetings and discussions. The virtual settings remove this barrier and allows the Living Lab to extend the communication path. It would be possible to have users available at the lab from all over the world which would in some cases improve the innovation because of the larger representative user group.

By scoping down on '*engaging all stakeholders*' and the virtual settings, the vision is to do research on the possibilities of adding Social Media as solution for the engagement of the stakeholders. Kietzman et al. describes in his paper about the 'Social Media phenomenon' the possibilities of extending the use of Social Media in the research area (Kietzmann, Silvestre, & McCarthy, 2012). One of the research questions described in the paper was "What is the importance of physical or virtual availability and location for firms within and across different Social Media platforms and industry settings". With this in mind the research question was established.

1.2 Research Question

The research question will focus on a few elements, Living Labs, engaging the end user and Social Media. As mentioned before the research question "the importance of physical or virtual availability and location for firms within and across different Social Media platforms" was the guideline for focusing these mentioned elements. The main question derived from that question will be:

> *"What is the importance of availability and location of the Social Media platform Facebook for Living Labs to engage the end user?"*

The scientific contribution will be what the effect will be if Living Labs would enhance their innovation processes through the use of Social Media, engaging the users. The thesis will elaborate on the theory concerning Living Labs and Social Media, and give insight on a practical level by using interviews and a case study. Furthermore the thesis has a focus on Facebook for scoping purposes. To reach this goal the following sub questions have been stated.

1. *What is the benefit of using virtual tools for Living Labs?*
2. *What is the added value of using Social Media for business purposes?*
3. *How can Social Media be implemented?*
4. *What would Social Media add for the Living Labs process?*
5. *How can Facebook be implemented in a Living Lab process?*

1.3 Research Goals

Whilst conducting this research there are a few goals that are envisioned for the overall conclusion. To get a better understanding of the matter the Living Lab principle will be analyzed, discussed and presented. Next to that Social Media and Facebook has to be analyzed to get an overview of the possibilities for Facebook in innovation processes. Finally the goal is to create a model for implementing Facebook within a Living Lab environment.

1. Analysis, discussion and presentation of the Living Lab principle, focused on the virtual settings.
2. Analysis, discussion of using Social Media in innovation processes.
3. Creating a method for implementing Social Media, in this study Facebook, within the Living Lab environment.

1.4 Research Approach

To come to the right answers for the research questions in this thesis, the research approach needs to be defined. First of all the study will be done qualitative; a quantitative research would not get the results this thesis requires. The thesis requires an explorative view about Social Media and Living Labs based on experience and would lead more to a strategic approach.

Chapter two and three describes the state of the art; defining Living Labs and Social Media, by using scientific papers and literature. In these chapters several sources are used, for example the University Library and Google Scholar. The sources with high added value and/or many citations are often analyzed and used in this thesis.

Chapter four gathers information through in-depth interviews, which are conducted amongst Living Lab experts and Social Media experts. Furthermore Chapter four analyses a case study. Chapters five give depicts the findings and chapter six discusses the thesis.

1.5 Purpose

The purpose for this study is to give insight in the possibilities for extending the tools for Living Labs with Social Media. Social Media is the buzz word of the last years and many organizations are already using Social Media for business purposes. This study goes into this information and analyzes why Social Media is so much used, what the impact of it is and what the possibilities are for Living Labs.

1.6 Expected impact

The expected impacts for using Social Media in Living Labs are a few. By adding Social Media to the toolset of the virtual settings for Living Labs, it could get a wider range of users without having to talk to them face to face, or removing a distance barrier. It is also possible that a chosen target group is already active on Social Media, meaning it would be useful to start and find candidates for the Living Lab process within Social Media. In other words Living Labs can find a (new) community within Social Media to elaborate on their process. The expectation is that the Living Lab would gain more input, ideas and feedback on a faster and more widespread level, with the usage of Social Media complementary to their current way of innovation.

2 STATE OF THE ART – LIVING LABS

2.1 Introduction

To get a better understanding of the Living Labs concept, traditional and virtual, an assessment of the current available literature has been proposed. This assessment will relate to the sub questions in a theoretical way. Chapter three continues the state of the art with a Social Media focus and Chapter four on the data analysis through interviews. A vast amount of papers and scientific articles were assessed to give an overview of the theory.

This chapter breaks down in four sections. At first the Living Labs concept will be discussed to get a better understanding for the concept and the innovation method whereby Living Labs will be defined. It is fundamental to understand what Living Labs are and how they work to come to the right conclusions. The following section will focus on the traditional and virtual settings for Living Labs. Section four describes the area of concern for this study, followed by conclusive statements.

2.2 Defining Living Labs

The main theme of this thesis is Living Labs, with the focus on Social Media for Living Labs. To come to the right conclusion the definition of Living Labs has to be stated, however there is no single definition for Living Labs. One of the most known organizations that implemented Living Labs is the European Network of Living Labs (ENoLL). The goal of ENoLL is to create a community of Living Labs with a sustainable strategy for enhancing innovation on a systematic basis; contributing to the creation of a dynamic European innovation system (ENoLL, 2006). ENoLL aims to support co-

creative, human-centric and user-driven research, development and innovation; defining Living Labs as public-private-partnerships for user-driven open innovation.

Schaffers defines Living Labs as user-centric environments for open innovation characterized by early and continuously involvement of users and by user-driven rapid prototyping cycles (Hans Schaffers M. G., 2007). Whereas Følstad defines Living Labs as environments for involving users in innovation and development, and are regarded as a way of meeting the innovation challenges faced by information and communication technology (ICT) service providers (Asbjørn Følstad, 2012).

Kusaik discusses that the Living Labs concept includes all stakeholders of a product or service to participate in the development process. The stakeholders could have different roles such as the customer or the worker. Kusaik also emphasizes that the role of the customer is multi-faceted and has multi-roles, next to the Living Labs' validation process in a collaborative, multi-contextual and empirical real-world environments (Kusiak, 2007).

In other words Living Labs has in the stated definitions many similarities and recurring elements. The most important element is the involvement of different stakeholders for an innovation process that includes the multi-roles and multi-facets. It is important to see the user not as an 'object' for R&D but an enhancement for co-creation. Living Labs provide structure and governance for the stakeholders which ultimately would lead to a better open innovation environment (Almirall, 2008). Meaning Living Labs facilitate user involvement in open innovation processes.

Whilst discussing Living Labs, a distinction between the method (concept) and physical Living Labs can be identified as well. Eriksson describes that the Living Lab concept is a R&D methodology where innovation, such as services, products or

application enhancements, are created and validated in collaborative multi-contextual empirical real-world environments (Mats Eriksson, 2005). The fundamental innovation method within physical Living Labs is still the co-creation with several stakeholders. These stakeholders can consist of different companies, universities, municipalities and the projected users; whereas they work together to develop or test new products, prototypes, business, technologic advancements etc. The developed or tested results can eventually be used in the depicted market.

Research done within these Living Labs are most of the time more experimental in nature, nonetheless it has been proved useful to extend the innovative borders outside of the internal R&D of the business (Kusiak, 2007). This is seen in the case of Procter & Gamble in 2000, they decided to change their stagnating R&D department towards a more open innovation environment by allowing connect and develop method. This led to a doubling success rate in innovative solutions for P&G.

While using an open innovation method, it is important to keep track of the internal resources. Customer generated ideas are most of the time not worked out enough and thus requires development by the R&D department. In other words an organization working with the Living Labs method, or in general open innovation, should handle a flexible innovation strategy combing internal and external resources.

This flexible innovation strategy has to be supported by open and good communication. It is important that the management is aware of the internal and external ideas that are created, and the solutions that have been made (Kusiak, 2007). Especially in open innovation methods, such as Living Labs, is communication an important factor.

2.2.1 LIVING LABS STRUCTURE

The structure of Living Labs has been developed on a co-creation R&D method where as it addresses the problems regular R&D would encounter. In the figure below we see three principles for innovation with the limitations it brings. As Eriksson explains, Living Labs try to be in best of the three worlds (Mats Eriksson, 2005).
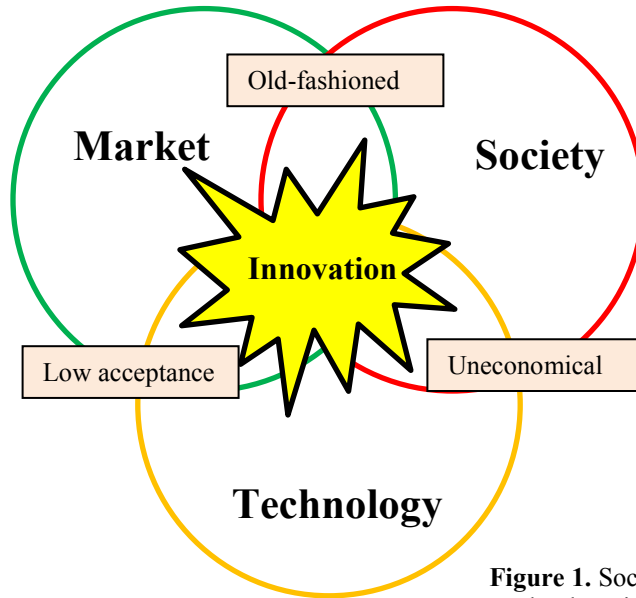
Figure 1. Society, Market and enabling Technology in Co-design process

The figure shows four ways of working in these areas. If only Market and Technology would be used as a starting point for innovation the society could have a low(er) acceptance of the produced product or service. On the other side if the Technology only focuses on the Society demands the production could possible lead to an uneconomical way of innovation. The emphasis on only Market and Society could lead to old-fashioned solutions. Combining all three principles leads to an improved way of innovation.

With this in mind, the structure of Living Labs finds its focus in the same direction. The most recurring adaptation of the Living Labs structure is found in the model created by Ståhlbrös. The model depicted in figure 2 shows that there are five components that identify a Living Lab. These main components are defined as *Technology & Infrastructure, Users, Organization & Method, Partners and Application Environment.*(Ståhlbrös, 2008).
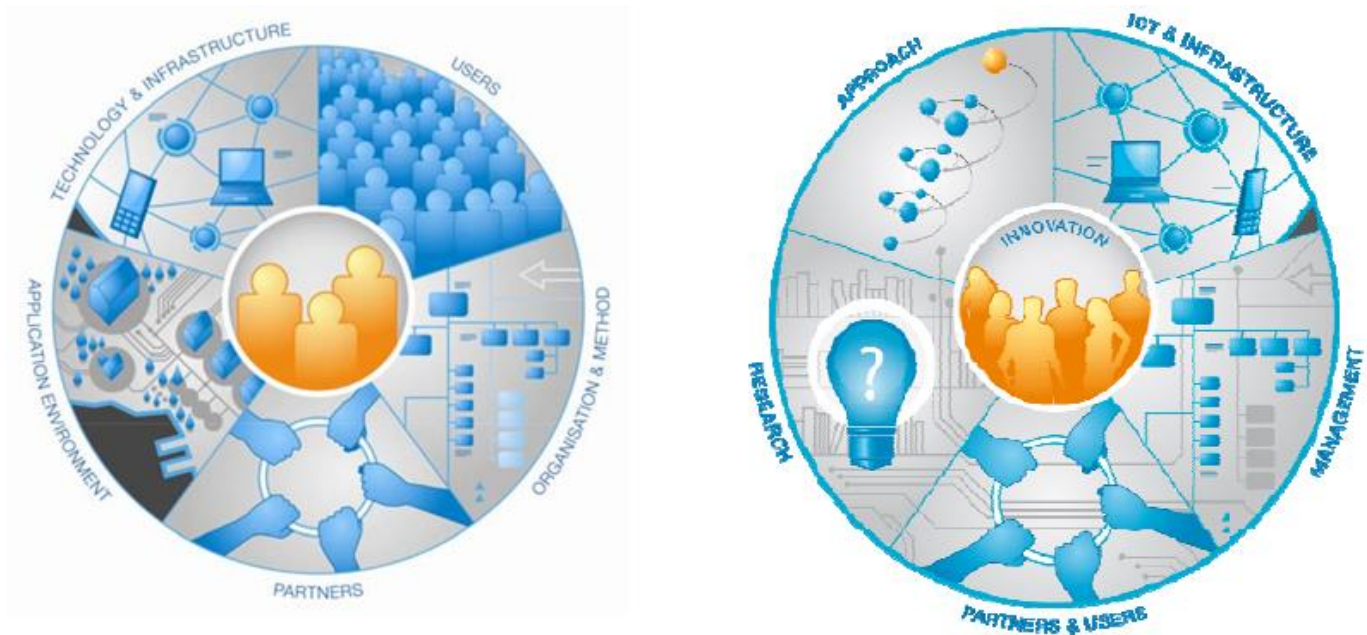
Figure 2. Key components Living Labs

The *Users* are represented by the citizens and workers which help the innovation by co-creation and evaluation. The *Application Environment* is the platform where the users can interact and reflect on the stated goals of the innovation process, whereas the *Technology & Infrastructure* component gives an overview what ICT technologies can aid in the cooperation and co-creation process for the users, partners and stakeholders.

The *Organization & Method* component leads to the standards and methods that are results from the best practices within the Living Lab environment. As last point the *Partners* are depicted. The partners can bring outside expertise to the Living Lab to enhance the innovation process on certain areas; whereas they consist of other organizations, universities, governments etc.

This model is a recurring reproduction of the key components for Living Labs, however another study agues for a slightly different approach. The study of Bergvall-Kåreborn, Eriksson, Ståhlbrös, and Svensson argues for a different set of key components. *ICT & Infrastructure*, *Management*, *Partners and Users*, *Research*, *Approach* and in the middle of the model is *Innovation* (Birgitta Bergvall-Kåreborn, 2009). While these key components are similar to each other, the key components *Research* and *Management* are more clearly defined in the model. The *Research* aspect defines the collective learning and reflection that take place in the Living Lab for the theory and practice. *Management* stands for the ownership and organization of the Living Lab.

While the first model of Ståhlbrös is more recurring the (newer) model of Birgitta Bergvall-Kåreborn is scientifically better proven and sound. This is because of the amount of projects (30) done within the Living Labs the researchers did for the model whilst researching in contrary to the first model. For this study the second model will be used as it defines the steps for a Living Lab better and is an improvemend on the older model. Moreover 'more recurring' is not inevitably better. In this study there are the stakeholders which consists of the described partners and the users which are represented in this model. The focus of the study is to engage the users (consumers / end-user) specifically.

In addition to the key components which identify the Living Labs there are key principles which give insight into the working mechanisms of Living Labs. These principles are discussed in several studies, whereas the definitions are in line to each other. Bergvall-Kareborn et al. has indentified five principles which are illustrated in figure 3 (Birgitta Bergvall-Kåreborn, 2009).

Figure 3. Key principles Living Labs

Openness

By many academic it is discussed that open innovation would be good for an organization, especially in the open innovation era described by Chesbrough. Chesbrough states that 'we need to work with smart people inside and outside our company' (Chesbrough, 2003). R&D is a valuable strategic asset but open innovation could enhance the company's resources, for example improved knowledge and know-how in new markets, services or new products.

For Living Labs openness is the driving factor for the increase of suggested solutions and creativity for digital innovation demand. Innovations are created in a multi-contextual empirical real world environment. This means that different aspects and stakeholders, especially the user / customer, should be included. The diversity of users and perspectives result in a need of openness. By this openness people from different backgrounds can work together to create new ideas and value. For smaller organizations this could be very useful because they lack the resources and knowledge that bigger organizations have. With the Living Lab process they can capture the value that has been created and put it to use for their own organization. By collaborating with each other in an open environment multiple smaller organizations can support another; by not only regarding for what is the best for themselves but as well for the others.

Realism

For Living Labs it is crucial to stay realistic in developing innovation solutions. Living Labs is about finding answers that are realistic and probable in real life settings and markets which could lead to innovations that are usable. There is not a distinction between the online and offline world; in both settings it is key to keep it lifelike especially regarding the stakeholders. It is a must that they stay close to what the end user

would want in the market. Nevertheless what one user would want is not the same as what another user wants. Hence the principle takes in account multiple stakeholders wilt multiple perspectives.

Influence

The main aspect of Living Labs is the engagement of the user as contributor. Their active role influences the Living Labs process which leads to a more specific view for innovation solutions. Next to that their needs and wishes are essential to include. To manage the influence, Bergvall-Kareborn et al. propose three dimensions linked to the influence of users. The *why*, *who* and *how*. The *why* aspect is the influence created by the user through the decisions they make according to their private and personal life. Whereas the effective participation of users can lead to high quality products and acceptance. The *who* influence is regarded towards the choice of who to involve in the process and the *how* refers to the participation process itself, the different degrees of participation and influences that are linked to different stakeholders.

Value

There are different parts when discussing value for Living Labs. There are a few aspects that are identified by Bergvall-Kareborn et al.; Economical value, business value and consumer/ user value. The economical value is highly tangible whereas it is related to the outcome of the Living Labs process. The innovation solutions can be assessed and evaluated which eventually could lead to economic value creation. The business value on the other hand is less tangible. The focus is on the value creation for the business on the long therm. In other words the growth of knowledge and intelectual captial for the business is due to the value created by Living Labs with a focus on the customers,

management and social aspects. Apart from that, Living Labs also create sense of customer value. The innovation solutions often give an enhanced view on a product or severvice; especially with a focus of what the user wants. By giving in to those solution it would add value for the customer. Also the perception from the customer when purchasing a product or service gives a sense of value; in other words acceptance of the user.

Sustainability

For Living Labs it is crucial to keep in check the developments that occur in different aspects such as the market and economy. Continuous learning and development help to sustain the information availability for the Living Labs. Another important part that is discussed is the importance of partnerships and trust based collaboration which enhances the creativity and innovation.

These principles described by Eriksson, components by Ståhlbrös and structure by Birgitta Bergvall-Kåreborn; are in line with the current trends of user centered innovation regardless of using a Living Lab which means the proposed structures are valid. This is seen when broadening the view on user based innovation. There are of course many other concepts that are like Living Labs. Ballon et al. describe the differences of six test and experimentation platforms (TEP's): Prototyping, Field Trials, Testbeds, Living Labs, Social pilots, Market Pilots (Ballon, 2005). The study notes, among other, that for all these TEP's it is crucial to involve their users that focus on the technology, products and services that they offer. Furthermore it is important for the TEP's to emulate real-life circumstances and employing non-linear development trajectories and feedback loops to ensure active user involvement (Ballon, 2005). Even more to the core principle of TEP's Thomke and von Hippel describes to achieve the customer / user to be the innovator there are a few steps.

Where step one explains that there is a need of a user-friendly toolkit (Thomke, 2002). Such a toolkit should enable the user to experiment, test innovations and give feedback. Additionally the design has to be familiar and easy to use. This offers opportunities for Social Media for Living Labs. Social Media is at this moment very familiar at a wide spread of users and could offer a base for innovation.

2.2.2 BENEFITS AND DISADVANTAGES OF LIVING LABS

One of the major benefits while working with the Living Labs method is the user involvement in the process. Whilst Living Labs are not the only method to do this as just described, Ballon describes that Living Labs are in the center of design and testing which is matured and is not geared towards only pilots (Ballon, 2005). The stakeholders within a Living Lab will get a better grip and view of the user's needs and wishes; with this the quality of the outcome in the process will also be higher and might be better. In other words the input given by users could be used for solutions or new ideas. Coherent to this Magnusson describes to achieve this valuable input of the users, which according to his research leads to an increase of creativity in the organization, that it is important how the user is involved in the process (Peter R. Magnusson, 2003). In this case it would naturally be by the Living Labs process.

Besides the interaction with the users, organizations and / or experts can share their expertise and information in the Living Lab. In this way organizations can learn from the others or use each other's knowledge which is useful especially for SME's in this globalizing economy against bigger organizations (Hans Schaffers, 2010). Moreover the possibility to get a better focus on the market and creating innovative ideas is a benefit that companies could strife for.

For Universities and research centers Living Labs are interesting because they can share their ideas they create with the organizations in a 'direct manner'. This way the organizations can get additional knowledge and the universities and research centers can apply their ideas into practice.

Governments participating in a Living Lab can use this cooperative working between stakeholders to get more innovation in public services. This is not the only way to innovate in public services, but an additional advantage.

These benefits are available when participating in a Living Lab, but only when there is transparency and open innovation. As discussed before there should be trust amongst the stakeholders and there should be use of governance. They should not only focus on self-gain but also what is best for the group.

There are a few drawbacks of the Living Labs method. First of all it could be a challenge to motivate stakeholders to fully engage with this method; especially the user group in the stakeholders. The user's benefit for participating is not always directly tangible so it is important to let them know what their benefits will be and keep them motivated through the process. In addition it is difficult to pick out the envisioned users and even if managed to get them; amongst users there could be a wide set of mindsets and thus disagreement. Hence it is important to know the users, identify them, know what is important for them and satisfy them (Anna Ståhlbröst, 2011). One could expect that these issues with the user should already be coped by the Living Labs process itself? However not only the study of Ståhlbröst but also the interviews conducted, which are presented in chapter four, indicate these problems. So it is a recurring theme that the engagement of the users is not straightforward.

Additionally the transparency leads to a huge availability of information which could be overwhelming for the innovation process and its stakeholders. The process might even slow down slightly.

Depending on how the Living Lab is deployed, the user base could be limited to physical distances. Most of the time, in the traditional settings of Living Labs, there are discussions face to face or users are getting a questionnaire. This leads to a select group of users instead of a wider angle that exceeds the 'physical distance barrier'.

2.3 Traditional and Virtual Settings for Living Labs

The Living Labs method allows the user to be a part of the innovation process due a mixture of tools. For example the user could be invited in this process to give his or her input by face-to-face meetings, focus groups or workshops. However this is limited to the availability of the user to physically go to the Living Lab and be part of the process. To this end Living Labs added virtual settings to their toolset so users can be approached by virtual means. This means that ICT is supporting the Living Labs method to engage the end user in an additional way. To make clear what the virtual settings has to offer and what problems / issues it solves, the study goes deeper in both settings.

2.3.1 TRADITIONAL SETTINGS

In the traditional settings for Living Labs one of the more popular ways to engage the end-user is by focus groups. If made use of a focus group the Living Lab has to bear in mind that all the users are at the same time at the same place. This means that a focus group session requires good preparations such as the physical location for the meeting which is comfortable and accessible for the users (Asbury, 1995). This session should be supported by an interview or a list of questions, which should be recorded for references.

Furthermore when one would analyze the session it is important to bear in mind the context and group interaction and not only the individual comments (Asbury, 1995).

Moreover the facilitator needs to guide the group but not control or lead the discussion. Whereas it is more fruitful if the users come up with their own input.

2.3.2 VIRTUAL SETTINGS

The virtual settings for Living Labs differ from the traditional settings in a few ways. As Ebbesson describes, the virtual settings bring other possible ways of interacting and flexibility, which can be described by the Computer Supported Co-operative Work (CSCW) matrix (Ebbesson, 2009). The matrix is shown in figure 4.
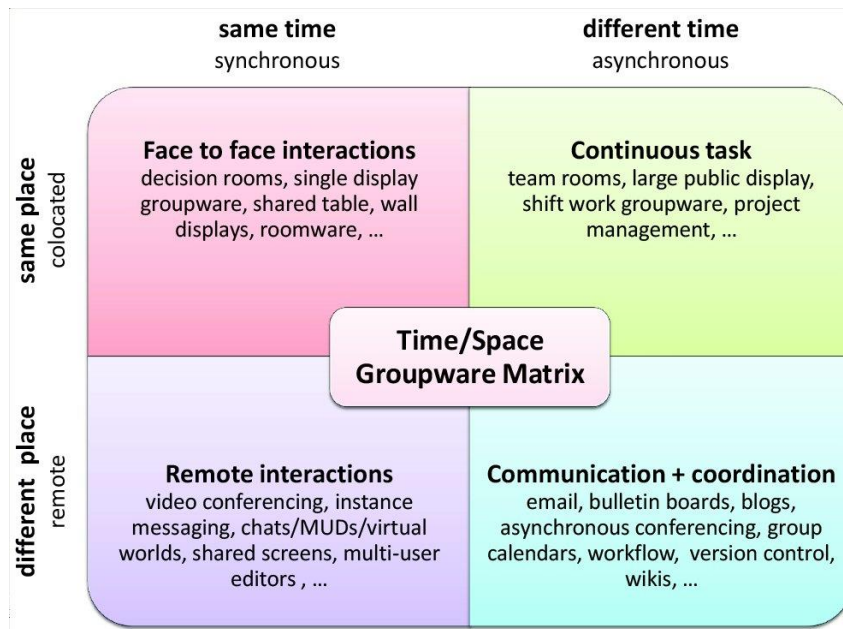
Figure 4. CSCW Matrix

The matrix gives an overview of collaborations between individual users of a system. For instance if users would be at the same time and at the same place, this would suit for face to face interaction just as described in the traditional settings. However if the users would not be at the same place it requires remote interactions such as video conferencing to 'gather' the users and discuss what is required for the Living Lab.

Ebbesson furthermore discusses that the virtual settings in a Living Lab enables the user to be a part of the co-creative innovation process by tools distributed through the Internet (Ebbesson, 2009). This means that the availability of the user is not necessarily restricted to physical contact by the Living Lab.

2.3.3 TRADITIONAL AND VIRTUAL SETTINGS FOR LIVING LABS

The added value of virtual settings for Living Labs is the flexibility it offers. One of these flexibility points is removing the distance barrier by implementing well deployed ICT solutions. Looking at the user regarding the innovation process; the traditional settings for Living Labs expects that the user is available for face to face contact e.g. focus groups, meetings etc. The virtual settings for Living Labs removes this barrier and allows the Living Lab extend the communication path. It would be possible to have users available from all over the world, which would, in some cases, improve the innovation because of the larger representative user group.

Even for other stakeholders this flexibility can provide an outcome to join a Living Lab or not. Because of the flexibility the virtual setting gains, it is common to use ICT solutions for communication between the Living Lab and users. Additionally, next to a wider range of users; the users themselves get a higher sense of freedom whereas they can participate when planned by themselves and on their own terms (Ebbesson, 2009).

But the disadvantage would be that the extensive use of ICT would lead to less personal 'real' contact; something that could be possible dangerous for e.g. user requirement analysis's. Since brainstorm sessions in 'real' environments could appear very rewarding.

The main difference between traditional Living Labs and virtual Living Labs is the communication and effectiveness of gathering information.

On the one side there is the virtual setting which gives the stakeholders to expand their user base thoroughly; next to that communication with other stakeholders are not limited by distance. On the other side there is less strong feedback from the users or other stakeholders. This could lead to less information / knowledge rich results. Whereas the traditional settings this occur less.

To determine when to use traditional settings or virtual settings would be a case of expected results and the strengths of using the one or the other. Ebbesson describes that in the traditional settings the focus group is limited to synchronous interaction in contrast to both the synchronous (real time chat and messaging) and asynchronous forms of communication the virtual settings have to offer (Ebbesson, 2009). Ebbesson concludes that the virtual settings offer more flexibility but the traditional settings could offer more fruitful discussions and collaboration. However, the virtual settings for Living Labs could be used complementary as well. A lot of Living Labs are already using both offline and online methods to gather information. In other words, traditional Living Labs use the benefits of what virtual settings for Living Labs have to offer and gain flexibility by engaging the end user with online tools like real time chat or messaging. Nevertheless the question still remains what tool to use, in which this study chooses to go deeper into Social Media and Facebook as tools for the virtual settings.

2.4 Area of Concern

In this study the area of concern will be to engage the end user on the virtual settings for Living Labs; and analyze if the means of Social Media would be useful as an added tool for Living Labs innovations. As described before the end user is one of the key components in a Living Lab environment. This engagement of the end user could present some difficulties because the end user might be diverse or is not located near the Living Lab which would lead to a distance barrier.

Virtual settings for Living Labs can provide an outcome to assist the traditional settings of Living Labs, by adding flexibility, whereby the focus is to see what the possibilities are when using Social Media.

There is a lack of understanding regarding how to best involve the user throughout the co-creative innovation process both in the traditional and virtual setting and how it affects the innovation process (Ebbesson, 2009) which becomes the reason for the research question: "*What is the importance of availability and location of the Social Media platform Facebook for Living Labs to engage the end user?*"

3   STATE OF THE ART – SOCIAL MEDIA

3.1   Introduction

The second part of the state of the art has a focus on Social Media. There are several parts that are described in depth. Firstly the Social Media is defined: What is Social Media exactly and what is part of this definition. This is followed by the definition of engagement. Section four explains the different Social Media that exists, which does not only include the famous ones, describes the Social Media landscape that exists in the Netherlands and an overview about the facts of the biggest Social Media platforms. The fifth section goes deeper into the Social Media as a strategic tool, in other words: how to use Social Media in a strategic way to implement and use Social Media for business purposes. The sixth section focused on the effect of actual using Social Media in an organization followed by conclusions.

3.2   Defining Social Media

Social Media is a buzzword of the last few years. A lot of people are using Social Media and when asked about this topic the 'famous' media like Facebook, Twitter or LinkedIn are easily named. Because of the widespread use of the biggest media it becomes very interesting for organizations to engage on Social Media and to use it to their benefit, which will be explained in more detail in section five.

As we can see these last years the use of Social Media on consumer basis and organization basis is still growing or is as popular as ever. In a report conducted by Nielsen it is stated that US citizens are still using Social Media whereas Facebook is by far the most popular; however Twitter, Pinterest and Google + are growing strongly (Nielsen, NM Incite, 2012), what is also linked with the growth of 82% of the mobile

web usage. This means that because of internet on the mobile, the usage of Social Media has increased as well. Harvard Business Review Analytics Services report that two thirds of the 2100 companies who participated in a survey are either currently using Social Media channels or have Social Media plans in the works (Harvard Business Review Analytics Services, 2010).

There is still a lot going on about Social Media but that does not grasp Social Media by its essence. If we look at Social Media in a scientific way, it is larger than the actual use of Social Media which is used by the 'regular' user because Social Media does not stop at those few popular media. In 1980 Tom Truscott and Jim Ellis launched the platform Usenet on which users can read and post messages in so called Newsgroups. In the late nineties the emergence of discussion or informal websites called Blogs (Web logs) came to the World Wide Web. This could be seen as an early version of social networking because users could post on their own blog and build relations with other bloggers. Sites like theglobe.com are seen as one of the first Social Media sites. In 1995 theglobe.com created an online community of registered members where they could personalize their online experience, create their own content and interact with other as well. The rapid developments around ICT and the internet led to an increase of online availability and led to profile websites like Cu2 (2000, for The Netherlands), MySpace (2004), Hyves (2004, for the Netherlands) and Facebook (2004).

These websites have a few elements in common, web 2.0 and user generated content. Web 2.0 was defined by Tim O'Reilly; he stated that one of the important parts of web 2.0 is to allow the users to interact, add to websites and collaborate with each other (O'reilly, 2007). In Web 1.0 the user could only read information, web 2.0 came with rich user experience. The second element is user generated content, as said before, in web 2.0 it became more important that the user would be able to generate content.

The Organization for Economic Co-operation and Development (OECD) proposed three characteristics for user generated content (OECD/OCDE, 2007):

1. Public requirement: The focus is on the work that is published in some context, whether it would be on a publicly accessible website or on a page on a social networking site only accessible to a select group of people

2. Creative effort: This implies that a certain amount of creative effort was put into creating the work or adapting existing works to construct a new one

3. Creation outside of routines and practices: User-created content is generally created outside of professional routines and practices.

With these two elements in mind Andreas Kaplan and Michael Haenlein define Social Media as followed: "Social Media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content (Michael Haenlein, 2010)". According to this definition there are a lot of Social Media around in the market. To categorize them, Haenlein made a table for classifying the Social Media, which makes it easier to identify Social Media.

		Social presence/ Media richness		
		Low	Medium	High
Self-presentation/ Self-disclosure	High	Blogs	Social networking sites (e.g., Facebook)	Virtual social worlds (e.g., Second Life)
	Low	Collaborative projects (e.g., Wikipedia)	Content communities (e.g., YouTube)	Virtual game worlds (e.g., World of Warcraft)

Table 3.1. Classification of Social Media

3.3 Defining engagement

The subject of this study is "Living Labs – Engaging the end user with Social Media". Living Labs and Social Media have been defined respectively in section 2.2 and 3.2; however engagement is not defined yet. The end user is defined by the person or organization that actually uses a product as opposed to the person or organization that authorizes, orders, procures, or pays for it (Business Dictionary). In addition this end user will be engaged.

An important point in this study is that *engagement* is focused on the Social Web (and thus Social Media) perspective. This differs from engagement of users in regular media. According to Dave Evans engagement is that the customer or stakeholders become participants rather than viewers; which mean the customers are willing to take their time and energy to talk to partake in a conversation and through processes that impact the business (Evans, 2010). This participation element defines engagement for the Social Web. If we look at this from a Social Media marketing level, it implies that if users talk about the product after purchase; it could influence the potential buyers. Dave Evans has represented this in his model, the social feedback cycle, Figure 5.
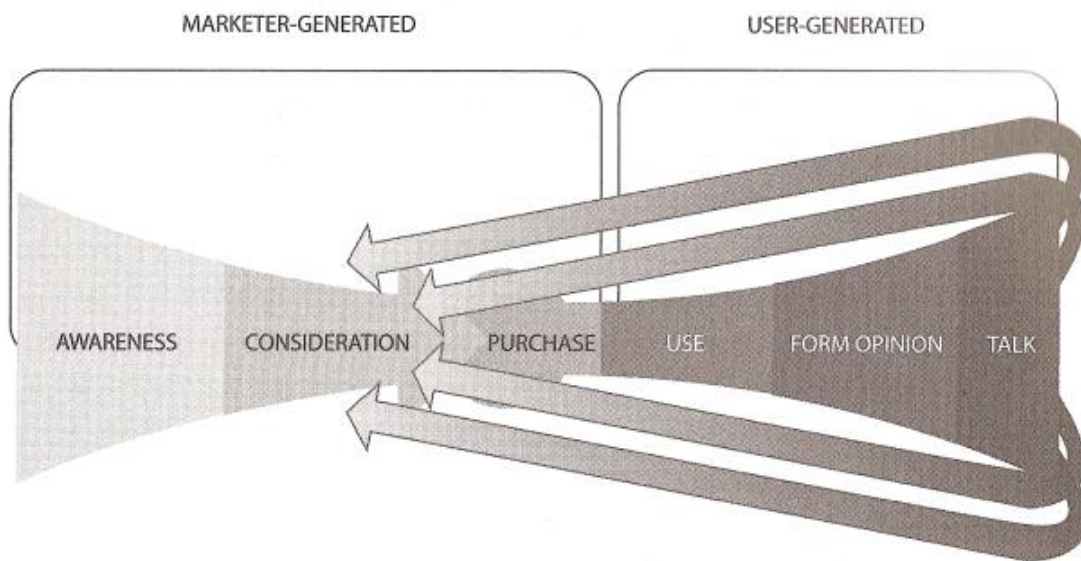
Figure 5. The Social Feedback Cycle

The social feedback cycle defines six stages, three marketer-generated stages: Awareness, consideration and purchase. And three user-generated stages: use, form opinion and talk. Traditionally a marketer would concentrate on the first three parts and is similar to the traditional buying funnel. The consumer becomes *aware* of a need and desire for a product or service, then the user *considers* buying the product or service by research and decision making and finally the consumer will buy the product (Bernard J. Jansen, 2011). However because of the Social Web (regarding to Web 2.0) the consumer is now able to give feedback and *participate*. This means the consumer will use the product or service, form an opinion about the product and shares his or her experience with the product or service. These additional steps lead to a different consideration phase, because now the customer can quickly find hands-on experiences from others and more importantly from friends and family.

With this in mind marketing could adjust to this idea of participation and sharing experiences. In other words organizations could support the idea of engagement. Returning to the subject "Engaging the end-user with Social Media" is equal to the participation of the end-user supported by Social Media, in a Living Labs environment.

But not only online is strong in this. Living Labs support this way of thinking as well. In a Living Lab it is very important to talk to the end user to know what they want but also let them use the (prototype) product on which they can form an opinion and give feedback.

3.4 Social Media Landscape

Assessing the given definition of Social Media there are a lot of media available. Nonetheless there are categorizations that can be made. The conversation prism of Brian Solis and Jesse Thomas put a great deal of these Social Media in different categories (Brian Solis, 2008). As seen in figure 6, the media are categorized in their respectively area of concern. For example Facebook is in the Social Networks category whereas YouTube is defined for the video sector. The goal is to clarify for organizations what media are available, whether the aim is to observe, listen or participate, and how to engage the uses, whether it is through pictures (and thus Flickr) or Micro media (and thus Twitter)

Figure 6. The Conversation Prism

Besides the categorization given by Solis, Fred Cavazza made a Social Media landscape according to the Social Media trends of 2013 (Cavazza, 2013). The landscape as seen in Figure 7 has four categories.

- *Publishing* with blogging platforms existing of websites as WordPress, Blogger, and Wikis websites as Wikipedia and Wikia

- *Sharing services.* Whether it is sharing pictures with Instagram or Pinterest, or video's with YouTube and Vimeo.

- *Discussing* through Reddit or Quora but the discussion by mobile chat applications is added as well, like Skype and WhatsApp.
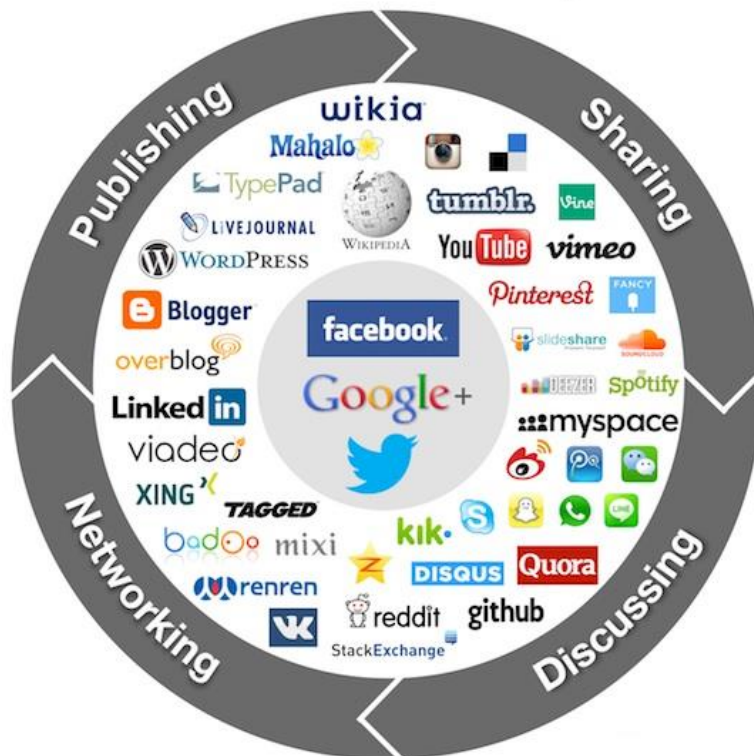- *Networking* for professionals with LinkedIn but as well on a less professional way by Badoo.

Figure 7. Social Media Landscape 2013

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In the middle of the landscape there are top three: Twitter, Google + and with a leading position Facebook. Google + went through a large growth and is now with 343 million active users the second most popular social network (Vaughan-Nichols, 2013).

3.4.1 SOCIAL MEDIA USAGE IN THE NETHERLANDS

The described landscapes give and idea of the available Social Media and what they are identified for, e.g. YouTube for videos. However this does not inevitably mean the landscape is the same for markets in every single country. There could be popular local Social Media around due for example language differences and / or lifestyle that is distinctive for that specific area or even censorship of other Social Media; whether it is a nation or a continent. Vincenzo Consenza has created several Social Media world maps. Dating from 2009 until December 2012, the map represents the usage of the most popular Social Media around the world and presents an overview which is analyzed by the use of Alexa Traffic Data. In these years it is easy to see that Facebook is dominant around the world and even growing in several countries, gaining more support. However in December 2012, the results show that Russia, China and Iran are using respectively V Kontakte, Qzone and Cloob (Consenza, 2012). This is presumably because of censorship.

In this study the focus is on the Dutch market, for scoping purposes, and although Facebook is the biggest in The Netherlands as well; the Dutch have other (local) options as well. In begin 2011 Hyves was still the most used Social Media whereas Facebook was still growing and overthrew Hyves in July 2011 with more unique visitors (ComScore, 2011).

In January 2013 Newcom Research & Consultancy did a survey to map the Social Media usage in The Netherlands (Newcom Research & Consultancy, 2013). The survey had a response of 13.740 participants over 15 years and older. 51% of the participants

were female and 49 male; whereby 7% between 15 and 20 years old, 33% between 20 and 40 years, 43% between 40 and 65, 13% between 66 and 80, and the remaining 5% 80+ years old.

The results of the study presented that Social Media is a part of the daily life. 8 out of 10 Dutchmen uses one or more Social Media, which means that in the last years the growth and / or hype around Social Media have reached these users.

The table seen in Appendix A shows the top six Social Media platforms in The Netherlands; the numbers represent the usage by the Dutch. These platforms are respectively:

1. Facebook – 7,9 Million
2. YouTube – 7,1 Million
3. LinkedIn – 3,9 Million
4. Twitter – 3,3 Million
5. Google + – 2,0 Million
6. Hyves – 1,2 Million

This means that Facebook in 2013 is still the biggest platform in The Netherlands as well. The second and third platforms are respectively YouTube and LinkedIn and at the 6th place is Hyves which means that Hyves has lost a lot of support during the years which is also represented in the graph showed in Appendix B. This is recurring in the expected usage of Social Media in 2016; were the top Social Media can expect a loyal user group of which around 80% is still assuming to use the same Social Media. However this is not the same for Hyves, since 52% presume to discontinue their usage.

The newer Social Media like Pinterest and Instagram are a lot less common amongst the Dutch.

3.4.2 SELECTING THE SOCIAL MEDIA – FACEBOOK

The scope for this study has been set to select one Social Media amongst the others. This is because it will generate a more specific answer to "engaging the end user with Social Media" since Social Media is a huge concept and as discussed before there are a lot of Social Media out there. To justify this selection there has been an analysis of the usage of Social Media and it is been decided to select the most popular one. However before this can be decided, the Social Media will be classified into two groups. For purpose of this thesis the following groups are created:

- Social Media that is aimed at networking: e.g. Facebook, Twitter, LinkedIn
- Social Media that is aimed at content creation: e.g. YouTube Pinterest

This selection is to narrow down the options. The scope will be set for Social Media that is aimed at networking because Living Labs are focused at open communication and connecting stakeholders. It would suit better for an option to engage the end user. If we look at the user base not only in The Netherlands but as well as around the world we can see that Facebook is the widest spread Social Media at this point in time. While Twitter and LinkedIn are actively used as well; Facebook has almost twice that many users. To get a better view of the users of Facebook, the survey of Newcom Research & Consultancy is consulted again (Newcom Research & Consultancy, 2013).

Facebook is the most popular with youngsters from 15 to 19 years with a usage of 87%. The use of Facebook decreased in the age group from 20 to 39 years; in comparison to last year. Nevertheless approximately 78% percent is using Facebook, in contrast to the 43% users of Facebook of 50 + years of age.

Although 86% of the youngsters think they still will be using Facebook in 2016, there is suspicion amongst the users, since they think their information is not save on Social Media. This mostly dominates around the older Social Media users; 42% of the

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youngsters do trust Social Media but then again this could present a challenge for the use of Social Media within Living Lab environments.

The choice of Facebook is not only decided due its 'popularity'. Facebook also offers, next to its user base, various means of engagement and measurements. For example a landing page, photo /movie sharing, likes, and a strong group of network of users. This strong network means that users are two way connected through each other via friendship, family ties etc. meaning that both users have to accept the connection. This strong tie could be interesting for Living Labs in a way that the users want to share his or her experiences of the Living Lab with his or her friends. Generally said Facebook supports publishing, sharing services, discussion and networking options by its media.

Other Social Media, especially Twitter and Google + or even smaller media could provide interesting results.

Critically said it is also assumed that many organizations already use the benefits Facebook has to offer (for commercial / marketing purposes). Living Labs could then learn from others, especially if some of the stakeholders are already using Social Media in a project. Because of the chances that Facebook is used is the highest and the other reasons, the study takes a focus point for Facebook in all the options Social Media has to offer for Living Labs

3.5 Social Media within Organizations

In the last sections the definition of Social Media has been described and the Social Media landscape has been set. The question still remains how to actually incorporate Social Media into Living Lab environments, because using Social Media cannot be done efficiently without structure (which is a pitfall that will be described

later). The current state of affairs regarding Social Media incorporated into organizations should first be identified. If this is identified it would be easier to incorporate results for the Living Labs perspective of the use of Social Media.

In 2011 Booz & Company did a survey amongst Dutch organizations about their use of Social Media (Booz & Company, 2011). The results of this study represented an overview of the Dutch Social Media usage by 92 interviews at 60 different Dutch organizations, including big, small to medium and small organizations. LinkedIn is the most used Social Media within these organizations, followed by Facebook and Twitter on place two and three. These media are especially popular amongst the smaller enterprises; the big organizations are using YouTube or platforms developed by them. The detailed information can be found in Appendix C. LinkedIn is mostly used for recruitment and selection in contrast that Facebook and Twitter are used for community building and marketing; which is not surprising since these platforms are capable of achieving just those goals.

The 'surprising' part is that Social Media is not used for direct sales and thus revenue. This is more logical than it seems, with 67% of the organizations see the benefit for Social Media for the increase of brand awareness and 57% see it for better customer interactivity; rather than the 10% that actually thinks the benefit for Social Media is higher revenue. In other words their mindset is not on revenue, which is not a bad thing.

However this could also be because of the inexperience most organizations have; in that they do not know how to gain higher revenue by using Social Media. Resulting in only promotion for their brand.

This is followed by if we look at why organizations have a barrier for investing and implementing Social Media. There is 58% of the interviewed organizations that does not have a Social Media strategy, 31% misses an actual revenue model and 28% has

encountered problems with the collaboration between departments. Harvard Business Review identified the same problem that 58% of their interviewed organizations do not include Social Media into their (marketing) strategy (Harvard Business Review Analytics Services, 2010). This could lead to the mentioned pitfall of implementing Social Media into the organization without a goal. This is seen in that 43% of the interviewed organizations by Booz & Company measure Social Media impact by Likes and Fans, and 41% 'measure' this by unique visitors (Booz & Company, 2011). However in both studies organizations are aiming to invest more in Social Media and put it on the Management Agenda. In other words organizations do 'feel' or know that they can extend their Social Media usage.

The fifth Social Media Monitor report that the Social Embassy has published in 2012 shows that there are changes around Social Media for Organizations. 79 big Dutch brands have cooperated to give an overview of the current state of affairs. Almost all of these organizations are present at Social Media platforms whereas 48% of these organizations are 2 years or longer active on Social Media (Social Embassy, 2012). 99% of the participating organizations are measuring the Social Media activity, yet 87% is doing this with Social Media metrics like the number of fans. This is obvious while it would be strange to do nothing at all; it is more important to note is that only 68% is measuring the engagement data and 29% actually measures business metrics.

These numbers gives a view of how Social Media is incorporated within organizations. Social Media is growing amongst organizations. However it is not clear what the motives of these organizations are to engage into Social Media, besides brand awareness.

To sum-up, the reports of 2010 by Harvard, 2011 by Booz & Company and 2012 by Social Embassy indicate the following points:

- Organizations are aware Social Media important to engage on, which can be deducted from the increase of presence on Social Media and the increase of the budget. However it is not clear what drives them to use Social Media.

- Measurement for Social Media is mostly based on Social Media metrics e.g. Likes, Fans and unique visitors. There are a growing number of (big) organizations that measure engagement and business metrics.

- In 2010 and 2011 an actual Social Media strategy was missing at the interviewed organizations. The 2012 report is not clear about a strategy however there are specially appointed Social Media managers at 70% of the organizations.

- Brand awareness seems more important that actual revenue increases, which could be due the fact it is not clear how to increase the revenue with Social Media.

Facebook is one of the most popular Social Media for organizations to use, which is in line with the presence of most of the users of Social Media. Besides the mentioned reasons to use Facebook; it became clear that most organizations are using Facebook for community building and marketing. This is very useful for Living Lab purposes whereas Living Labs could become more fruitful with a big community. Additional information of Social Media usage can be found in Appendix D.

3.5.1 STRATEGY FOR IMPLEMENTING SOCIAL MEDIA

As described before there are a lot of organizations that do not implement Social Media with a strategy; or could do this more rigorous. Reasons for that could be that they do not need a strategy, but more likely the knowledge, budget and time is missing to actually implement Social Media in a strategic way. Particularly when the measurement of Social Media effectiveness does not transcend quantifying Likes and Fans.

To engage the end user a good Social Media strategy would prove useful. Sjef Kerkhofs identified this problem of a missing strategy and developed the Social Strategy Model (Kerkhofs, 2011). Depicted in Figure 8.
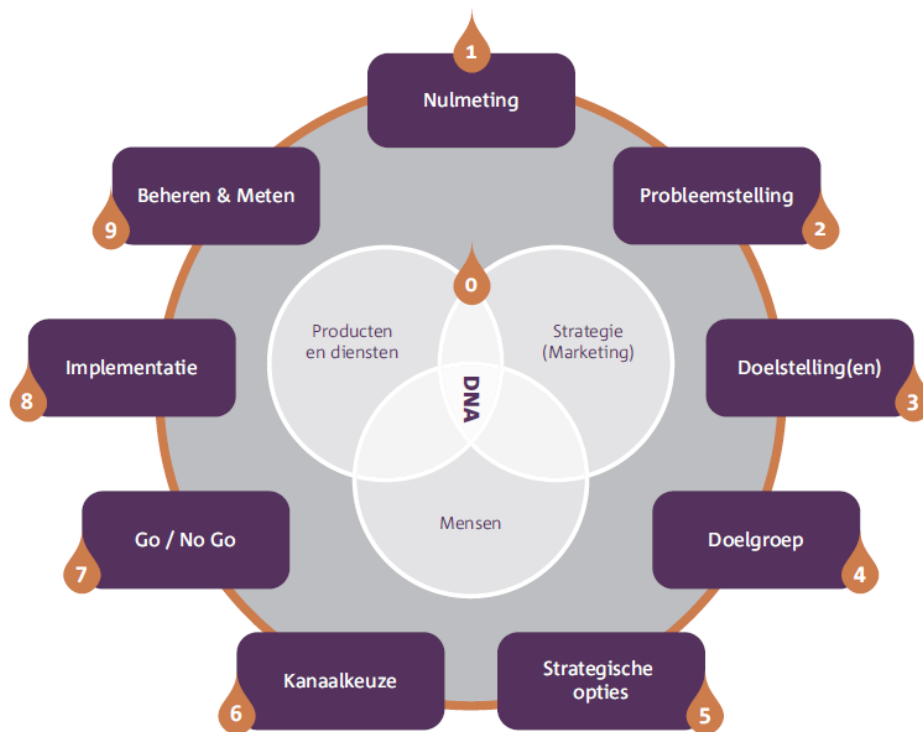

Figure 8. Social Strategy Model

The model exists of nine aspects that serve as a guideline for implementing Social Media into an organization. Next to these steps is the "*Zero*" part of the model. This segment represents the core value for the organization to which the Social Media strategy should refer to, also named as the DNA of the organization. The DNA exists of three elements; *Products & Services*, *Strategy (marketing)* and *People*. If an organization wants to start with Social Media for business purposes; the *People*, meaning the employees, should be closely involved in the process, specially the IT department. Changes in an organization usually bring resistance, whereas the IT department has the responsibility for privacy and security. To prevent resistance whilst engaging a Social Media platform it is recommended to create acceptance and get support from the employees. In meetings and sessions the value of Social Media could be explained especially if concrete examples can be presented. Nonetheless not only the employees are important; the management and board of directors should support the ideas as well. If the support lacks in this area the Social Media cannot be lifted towards a strategic goal with the budget that is needed. Budget and availability of employees are essential for a good foundation. Furthermore the employees should be trained in Social Media on a business level. For the second part, the *Strategy*, Sjef Kerkhofs discusses that a good Social Media strategy could be a great added value to the current marketing strategy of the organization. The section in this model is to see how the current marketing / business strategy already can support the Social Media strategy and to eventually make a connection between marketing, business and Social Media. This can be achieved by including the already set goals of the current strategy into the Social Media strategy which should adapt it; which eventually should be measured to see the effectiveness. The last part of the *Zero* area is *Products & Services* which identifies the products and services that the organization is presenting to the market. Additionally there should be a

distinction between B2C and B2B since Social Media could be used both ways, dependent on the focus. After giving the organization a classification the model follows nine steps.

Baseline (1), the baseline is to find out if / how the organization is present within the Social Media market. There could be Social Media within a community that is already talking about the organization; if so this should be known. Next to that it is important to know what your competition is doing on Social Media. There are tools available to discern the position of an organization within the market, which monitor Social Media websites.

Problem statement (2), it is important for an organization to realize that they should not use Social Media just for the sake of using it. Social Media is a tool to give an extra option. So the problem statement which is defined in the marketing strategy should as well as defined for the Social Media strategy. Sjef Kerkhofs gives as a tip that it is not necessary to pinpoint it only on Social Media, but it could regard the common problems as well.

Goal (3), the goals that an organization wants to achieve with Social Media is important to identify, nevertheless the pitfall is that a lot of organizations set the use of Social Media itself as goal. For example the goal would be "We want to have 1000 Facebook Fans". The strategic version of this goal could be an increase of customer loyalty by engagement and community support. Furthermore goals like branding or recruitment could be possible goals as well whereby the goals should be presented in a SMART way. Moreover it should be pointed out that this is not restricted for marketing only, Social Media is a concept that could be stretched organization broad.

Target group (4), the identification of the target group of the organization is certainly important. This group could be greatly diversified. Different users require

different engagement on Social Media. Sjef Kerkhofs described different user types. There are *inactives*, people that does not use Social Media. *Spectators*, the users which consumes information in a passive way e.g. reading or listening. *Joiners*, active Social Media users that are regularly on their Social Media. *Collectors*, the users that do not want to miss anything and manage their Social Media. The *Critics* who are actively review products and give input to for example Wikis and as last the creators that are creating active content like blog posts, add video's and pictures. For this information an organization could use available online information or do research themselves which would give a precise view of their customers.

Strategic Options (5), the mentioned steps were for analysis purposes. The organization should have identified their baseline, problem statement, goals and target group. At this point in the model the organization can choose which options there are available to focus on, for example community building or web care.

Choice of Media (6), to get to a Social Media strategy the choice of the media has to be made. Which media is useful for the analyzed situation? An organization should not just pick the most popular one but identify which platform can lead to which goal. Twitter would be excellent for web care because of its fast response time. Facebook on the other hand is great for communities, co-creation and ecommerce; in contrast to LinkedIn which should be used for business networks and personal branding.

Go/ No Go (7), at this point in the model the organization should choose whether Social Media would give additional value to the goals that are set in the strategy. It is important to realize that Social Media comes with a great investment of time, care and it needs funds.

Implementation (8), the implementation process is the actual procedure of adding Social Media into the business. This is seen in the recent changes when comparing the

Social Media for organization of 2011 to 2012, which shows that they have appointed Social Media managers. These managers should ensure the implementation and acceptation of Social Media throughout the business.

Control and Monitoring (9), the last point describes that the Social Media should be controlled. A Social Media environment should actively be monitored on what is happening on the media and how the users are responding. Therefore it is necessary to observe and measure the effectiveness of the Social Media.

Conclusive this model gives an overview how to implement Social Media within an organization. It is thorough and tested in several projects and now the leading model for projects at Pondres. This could be a stepping stone towards a structured way of using Social Media for Living Lab purposes.

3.6 Effect of Social Media in organizations

With the popularity of Social Media organizations tend to use Social Media because it is a trend. However there is a growing group of organizations that adapt the Social Media in a good way, by using a Social Media strategy for instance. This is a decent development regarding the implementation of Social Media in organizations. Many organizations intend to use Social Media to create brand awareness which comes with a lot of online buzz around their brand. But what is the impact of this buzz creation? To answer this question the study goes deeper in the case of ING Social Media impact of 2012 (ING, 2012). ING was chosen as winner of the Social Media Monitor 5 ranking whereas the case goes deeper in the impact that ING's Social Media implementation has brought. ING conducted a research which included a survey and an assignment. This was

presented at 1500 consumers, with different age groups, including evenly spread ING customers and non-customers and males and females. Whereby only 2.4 percent did not use Social Media and 4.3 percent does not use online media at all. This seems as a decent sample for research.

First of all the study points out that Social Media is not as ready and / or widely used as other online media such as news sites, review websites, organization websites etc. 56% percent of the users does not come in contact with posts of ING on Social Media in contrary to the 30% on online media. Additionally there is less trust in the posts about ING on Social Media (3 out of 10 does trust the posts). This is contrasting to the 6 out of 10 that online media scores for trust. However the research indicates that trust is correlated with the frequency of the Social Media usage. The trusts increase if the user is more active on Social Media.

Secondly the impact of traditional (offline) media like television, radio, papers etc. is bigger (impact score 16) on the consumer that Social Media (impact score 3). Social Media scores low but then again posts on Social Media influence opinion, preferences and behavior. Again the usage of Social Media is correlated with the impact of Social Media on the consumer; the more Social Media is used, the higher the impact. Additionally the research indicates that if the trust is higher in Social Media posts, the impact will be higher as well. The impact of traditional media is lower with the frequent users of Social Media, especially among young people. In the age group of 18 to 24 the impact of financial posts is twice as big compared to the other age groups.

These findings indicate that online and Social Media do have a big impact on the consumer. Social Media affects the opinion, preferences and behavior quite a lot. This also relates to the reputation and brand preference of organizations (ING, 2012). However this applies to mostly the younger and frequent users of Social Media.

Traditional media is still more influential but these findings indicate that Social Media is on their turf.

Addressing this case it shows that the sample of ING indicates that Social Media is mostly effective for the younger age group. The impact score they measured was interestingly low. Living Labs should be aware of their end user and what drives them, it could be fairly possible that the customers of ING do not feel like combining their banking business with something so 'open / shareable' as Social Media.

3.7 Concluding remarks

The state of the art of Social Media was to clarify what Social Media is and which definition will be used in this study, supported by a definition of engagement whereas this is the focus of the thesis.

The study has revealed that the Social Media landscape is very diverse and there are a lot of Social Media options to pick from. To get a focus this study selected the Dutch market as starting point. In the Dutch market there is a high usage of Social Media especially in the younger age group. The most popular Social Media in this market are Facebook, YouTube and LinkedIn. This study has selected Facebook as focus point because of the wide spread use and its capabilities for networking.

Organizations are becoming more aware of the presence of Social Media and decide to implement it into their own organization. Mostly this is related to the brand. However many organizations can learn from others how to successfully use Social Media. The Social Media Strategy model of Sjef Kerkhofs is an excellent model to give an organization support for Social Media usage.

This study also analyzed the ING case in which it becomes clear that the effectiveness of Social Media is higher with frequent users of Social Media. Social Media manages to influence behavior, opinion and preferences of the users. It also indicated that Social Media is growing and people (organizations and users) are becoming more aware of the possibilities. At this point of time it seems useful to focus on the end user who is a frequent user of Social Media and is in the age group of approximately 18 to 24 years, the group in which the impact of Social Media is higher.

4   OUTSIDE THE BOX

4.1   Introduction

The second part of this study exists of gathering information outside of the box. In the last chapter the information was analyzed from an inside of the box perspective and found in the literature written. The information from outside of the box the study will analyze how Living Labs and Social Media is currently used or observed by experts who study or use these methods. Both these topics will be discussed in separate sections. The information has been gathered through in-depth interviews with experts on both sides. Eight of these are from a Living Labs perspective, five of these are from a Social Media perspective (one of these could only be answered through mail). This makes a total of twelve recorded interviews and one written; whereas the questions that are asked to the Living Labs experts also give insight into Social Media.

Almost all the interviews are conducted in Dutch, since this is the native language of both the interviewee and the interviewer. This had led to better interview results because there was not a possible language barrier. Additionally the interviews all follow the same format and questions. An example of both Living Labs and Social Media perspectives interviews are included in Appendix E and F.

All the interviews have been typed out and analyzed thoroughly. All the interviews have memo's which includes the essence of what has been said and the analysis, which is important for this study and answers the questions. This detailed information will be delivered separately from this study.

These interviews will give this study more robustness since it will combine literature with actual practice. Section 4.2 will focus on the Living Labs experiences and usage and section 4.3 has a focus on the Social Media part. Section 4.4 addresses a case

study that has been analyzed to get hands on information about the implementation and impact of adding Social Media to the business. The last section gives conclusive remarks and makes the basis for chapter five; the findings.

4.2 Interviews Living Labs – Results

To get a better insight of the Living Labs perspective in the practice the interviewer has conducted eight different interviews. The profiles of the interviewees differ from researchers to experts who are currently active in Living Labs throughout the Netherlands, Belgium and Sweden for several years. The researchers have their expertise towards the end users which provide added value to this study with the same focus. The experts give hands on information about real life cases and the use of Living Labs. The questions asked give an insight in:

- Methods for Living Labs
- How the process of the Living Lab works (cases)
- The use of Living Labs in the current market
- The use of Living Labs for business purposes
- Benefits, disadvantages and problems concerning Living Labs.
- Opinion of Living Labs in the near future, 2020 and the changes that should / will happen
- Social Media in open innovation and Living Labs
    - o Supported by combining Social Media and Living Labs

4.2.1 METHODS FOR LIVING LABS

The interviewees were asked if they used a defined set of methods for their Living Lab projects. There was not an unambiguous answer to this question. The interviewees

pointed out that there is not really a (scientific) method that is used for Living Lab projects [4,5,7]. The argument is that Living Labs projects differ much from each other that it is hard to use a single method, which could be expected from Living Labs that support various innovative ideas. However the interviewees indicate that it is common to use a plan of approach, a standard set of core steps, to start and guide a Living Lab project.

The first step for Living Labs is the base line study [1-6]. This phase is meant for identifying the stakeholders. These stakeholders can include relevant organizations, knowledge institutions, municipalities and the most important one, the end user. This selection could be supported by for example innovation brokers from the Living Lab [4,5,6]. The innovation brokers are in the middle of the network and take care of the matchmaking between stakeholders. This matchmaking leads to a better selection of these stakeholders because they know how to talk the language of the different types of stakeholders [1,5]. For example organizations are better to motivate when explained what their revenue would be; in contrast to the government who wants to know what benefit the Living Lab will give to the citizens before giving subsidy. It is interesting to note that not all of the Living Labs are using these specified innovation brokers, whilst it seems to be quite an added value. On the other hand the experts working in Living Labs that did not identify this role did explain the same concept but it was not dedicated to a single person with this sole role within the Living Lab.

Next to identifying the stakeholders, the base line study will also pinpoint the case and goals of the Living Lab project. Where it is important to clearly know what problems are going to be solved with the stakeholders, for the end users. Here it is of importance that every stakeholder supports the goals.

The second step is the test phase [1 − 6, 8]. In this phase the innovation will be live tested by the end users. Due to these tests it will be clear how the users are using the innovation and to see if the innovation actually works. If there is not an innovation this phase can be used to test different aspects and try to find a solution; for this reason the base line phase is sometimes divided in *concept* and *prototype* phases. For the tests the Living Labs are using testing grounds, where the innovation is tested in the end user their own environment. During the test phase there are also possibilities for a feedback loop, this means that the end user gives feedback which is directly included in the innovation and send back to the end user to test again. The validation phase follows after the test phase as the last one. In this phase the Living Labs validates their findings with the end user. This can be done by comparing phase one and phase two (old situation and new situation) and ask the end user how they experience new situation and if the innovation works for them.

In some cases an innovation funnel is used as a guide. In the case of Living Labs for healthcare innovations they have developed a custom innovation funnel which can be seen in Appendix G [5,6]. This innovation funnel uses the same core steps as presented and elaborates on it in a detailed manner. Notable is that they have added a phase after validation, *business case*, which would lead to an up scalable innovation solution. Additionally they use the Impaqt innovation management tool which enables rating and measuring mechanisms during the Living Lab process. It seems that both of the approaches work out for the Living Labs however during the interviews it seemed that the custom innovation funnel of the Living Labs for healthcare innovations was more worked out.

4.2.2 LIVING LAB PROCESS IMPLEMENTED

In the various Living Lab cases which were told, they used the same core steps as described before. The Smart-IP case is interesting to point out in which they used Social Media in the Living Lab process [8]. However this choice was strange because not everyone was familiar with online tools or Social Media, nevertheless the results were positive. Leaving aside the difficulties, which will be addressed in sub-section four, it was a risk to use Social Media without the users being familiar with the tools. It is discussed before in section 2.2.1 that the users should be familiar with the toolset you offer to gain good results. So why did they use Social Media? Next to the possibilities that Social Media had to offer, improving the lives of the citizen and that the project was ICT based; they wanted to close the digital gap that was existing in Gent. So they had added reasons for using Social Media. They had coped with the possibility that the users could not fully be engaged by Social Media with extensive support throughout the Living Lab process, which had fruitful results.

Living Labs have proven themselves in the cases to develop tailored solutions for the end users for example this was clearly seen in the *Salution* or *Eldercare* case [4,5]. In these cases the Living Lab co-developed their solution for elderly. They had put their products to the test, reviewed it together with the end users and tailored it so that the end user was satisfied.

4.2.3 LIVING LABS IN THE CURRENT MARKET AND FOR BUSINESS PURPOSES

Living Labs in the current market is a process that is still developing however the use and knowledge grows steadily. Living Labs gain popularity with SME's especially with the successful results they achieved. SME's do not always have the resources to engage the end user. This is in what the Living Lab can aid [2,3]. The interviewees state that the innovation through Living Labs is a good / better way to innovate. Since in this

process the stakeholders are gathered together to find solutions and does not have a strong top-down approach which often works better with big organizations [4,6,8]. Whilst this is not the only method that uses this way of innovation, the Living Lab support a wide set of elements that form a proven working ground. Living Labs could also be used by big organizations to validate their products with the end user, but then again it is promoted to innovate more open and develop the product with engaging the end user from the beginning.

4.2.4   BENEFITS, DISADVANTAGES AND PROBLEMS CONCERNING LIVING LABS

The global idea of engaging the end user by Living Labs is seen as the main benefit. However this is not the only thing. The other stakeholders can profit from it as well, but then again for each stakeholder the benefits are different. The end user has the possibility to influence the coming technology and get a sense of empowerment to actually influence the process for the innovation [7]. Organizations can validate their product and bring this from 90 percent to a finalized product of 100 percent [1]. Furthermore they can learn from the other actors in the Living Lab or even develop an innovation from scratch. For the government or municipalities the region will get a boost and they give the end user a kind of democratic way of deciding what has to happen in the region [7]. Knowledge institution benefit from the amount of information that goes through a Living Lab process and can even consider giving students an option to join such a process.

However the Living Lab also encounters problems. One of the more recurring theme of problem is time [1,2,4,7]. The Living Lab process is a heavy time consuming process especially in the phase of gathering the stakeholders. Since the stakeholders have different goals, it is not only the selection of these stakeholders that is challenging, but to

get everyone on the same level and mindset is as well. With the stakeholders working together there could also be an issue of distrust in the Living Lab [2,3,6,8]. In the Living Lab all the actors are required to be very open which could lead to for example organizations 'losing' their ideas. But also the lack of experience with Living Labs could lead to doubt. These issues can be solved by a good communication plan where open communication is supported. Every actor should be on the same level, and when needed there is the choice of signing a non-disclosure agreement. The interviews conducted with the researchers which have a focus on the end user, also indicate that specifically engaging the end user also presents challenges [7,8]. However this is mainly due to that in big Living Lab projects, which are time consuming, it is difficult to keep the end user engaged during the whole period of time [7]. Secondly there are a lot of promises to the end user which are not realized. Organizations assume too which leads to a dissatisfaction amongst the users. This leads to distrust in Living Labs because the users think organizations will only use the resources for their own benefit. The Living Lab has to focus on an even level of communication and sensitivity towards the user [8].

4.2.5   LIVING LABS IN 2020

As for Living Labs in the near future the interviewees see a growing trend for Living Labs. Living Labs will get more awareness and will be better defined, in a matured way, which will support the growing demand and empowered end user [2-7]. Added to this is the trend of Smart cities and the Living Labs that are going to support or transform into them [1,2,3,8]. Smart Cities are defined by: investments in human and social capital and traditional (transport) and modern (ICT) communication infrastructure which fuel sustainable economic growth and a high quality of life, with a wise management of natural resources, through participatory governance (Andrea Caragliu,

2009). This definition addresses a few points that Living Labs already cope with. Livings Labs are already investing in human and social capital and are aiming at an economic growth with a higher quality of life envisioned. It is plausible that Living Labs become much bigger seeing the attention it gets by the interviewed researches and the amount of projects the organizations get. The bigger Living Labs can then support Smart Cities as well or become one.

Furthermore some of the interviewee expects a difference in communication where we will be more online and thus the Living Lab can address the end user by means of Social Media [4,7]. However it is important to keep in mind not to be intrusive and regard the privacy of the user. This is more likely when the current age group of teens or young adults becomes older or the primary end user, whilst these groups are grown up with online connectivity.

4.2.6 SOCIAL MEDIA AND LIVING LABS

All the interviewees state that Social Media could be useful to be added to the Living Lab process [1 – 8]. The interviewees see the possibilities of engaging the end user in the beginning with Living Labs [1,2,8] but as well during the process after the first meeting [4,7]. However the choice to use Social Media is mostly whether the end user is already active on Social Media [1-6]. This could be the case for some projects where for example the target group contains youngsters under 30 year which are active on Social Media. To decide and use Social Media the target group has to be identified and the implementation of Social Media should be structured with a Social Media strategy [1], aided by a communication plan. This strategy should justify the use of Social Media and which media is used for what goal. iMinds already have successfully experimented with Social Media. In their research they concluded that the younger group

of people (under 30 year) is gathering more information through Social Media than TV or Radio [3].

In the described Ghent case by Sabrina Sauer, Social Media and online tools were used while the not all the end users were available or proficient with these kinds of media (note that it was an ICT project which additionally had the aim to close a digital gap) [8]. This point out that it is not always useful to use Social Media; however with the change of a generation this could be different [4].

Living Lab projects differ a lot from each other which make it hard to justify that Social Media is always an option. As said before it is essential to identify the target group and know where they are. To engage the end user Koen Vervoort of iMinds described a seven step approach [3].

1. Define the purpose
2. Recruit users
3. Support the panel
4. Live the Lab
5. Handle privacy
6. Reward users
7. Maintain the eco-system

In these steps there could be a decision point to engage the end user with Social Media. After defining the purpose, the project can identify the users and recruit them. If the users are on Social Media this could be applied directly. Social Media will then serve for selecting users based on profiles. In step three and four Social Media could have the role for supporting the Living Lab by presenting information on the media or asks question about the usage of a product.

The motives for partaking in a Living Lab, and thus selecting the right reward, have been addressed by Henk Uittenbogaard from Living Labs voor Zorginnovaties [6]. The motivation for the users has five stages:

1. Respect which is gained from other users

2. The user wants to be part of the process

3. Status in their personal environment (the users can tell others about it)

4. It is useful for the users themselves

5. Money / tangible rewards

As well in these motivation stages Social Media can play its part. Social Media is a fairly open online tool. Because one of the elements of Social Media is to be connected to each other the respect you could gain by partaking in a Living Lab could become higher, if you would share or show your experience.

Not to forget, it is important to keep privacy in mind, the usage of Social Media should be a choice. The user has to be willing to use Social Media in the Living Lab process, and if the user agrees, he or she accepts a small loss of privacy.

During the interviews it became clear that with the growing role of Social Media in the everyday life of the consumer; it would be good to engage the end user on Social Media but it will not replace the traditional way of Living Labs. Social Media would offer an extra tool in engaging the end user.

4.3 Interviews Social Media – Results

To get a better insight of the Social Media perspective in the practice the interviewer has conducted five different interviews in the same manner as the Living Lab interviews. The lower number of interviews is due to the low response rate of the potential interviewees. However these five interviews give do give a structured view of Social Media in organizations. Furthermore Social Media within organizations will be supported by the case study in the next section. The fifth interview was answered by email as the interviewee did not have the time for a full interview, but did want to give input.

The profiles of the interviewees are experts who are/ were responsible for the Social Media implementation in an organization. The experts give hands on information about real life cases and the use of Social Media for business purposes. The questions asked give an insight in:

- Social Media tools and methods
- Social Media cases
- Social Media in the current market and for business purposes
- Benefits, disadvantages and problems concerning Social Media
- Social Media in 2020
- Social Media for open innovation
    - How to engage / motivate the end user to partake in Social Media

4.3.1 SOCIAL MEDIA TOOLS/ METHODS

When considering using Social Media for business purposes it is easy to think about the most popular media like Facebook, Twitter, LinkedIn etc. However in practice an organization should not first select the media and then decide how to use it, but

identify what has to be achieved [11,12,13]. This is a common pitfall; although the popular media are the most used, there are a lot of other options [9,10,11,13].

In the case of Living Labs one could also decide, after identifying the user, that it would be wiser to engage the user on specific websites. For example deviantART.com which has a focus on artists or Cafemoms.com a meeting place for mothers. Sites like Cafemoms.com might look more like a blogging website and/or a forum however there are still elements of a user network (friends), personal information, sharing photos and interest groups which brings it more closely to a Social Media platform. If a Living Lab would have a project focused on mothers, would it be wise to immediately engage the potential users on the 'popular' media like Facebook or Twitter? Well as stated it might be more interesting and rewarding to identify the potential Cafemoms.com has to offer in this case in point.

To use Social Media the interviewees all recommend that Social Media should become part of the strategy. This means it should be taken into consideration for throughout the whole organization and not as a side activity. This can be supported by the Social Media Strategy model which is discussed in section 3.5.1 [11,13]. When adding Social Media in the process it is important that internally the organizations mindset is towards Social Media [9]. It is common that not everyone is familiar with Social Media and thus it must be ensured that there is clear communication. In the Living Lab this would mean that the user should be supported by the Living Lab, which happened in the iMinds project, when engaging a user which is not experienced with Social Media. This support could be written or vocal.

4.3.2 SOCIAL MEDIA CASES

In the Social Media cases that are addressed there is a recurring theme. Before even considering using Social Media it is important to know the goals which could be achieved by Social Media. Moreover the target group has to be identified [9 – 13]. Additionally while analyzing the target group, the platform on which they are active has to be determined and how the end user should be engaged, in order to fulfill the goals, and with what Social Media [8, 11]. For example in the Seeds case it was recommended to engage the end user with an open dialogue [10]. The additional precondition was that they would be able to ask question and give propositions through the chosen Social Media channel. In this case Facebook and Twitter were chosen to implement and it was recommended to engage the user by brand related content and quick descent responses.

This approach is recurring throughout the thesis. It is not only these interviewees who state this approach, but the interviewees from the Living Labs perspective as well. This could lead to a model which is similar to a Living Lab and a Social Media for organizations approach.

4.3.3 SOCIAL MEDIA IN THE CURRENT MARKET AND FOR BUSINESS PURPOSES

The interviewees are positive of their experience with Social Media for business purposes. In the current market there is a trend that many organizations are already adapting Social Media; however several organizations just use Social Media because it is a trend [9]. Organizations should set their goals and keep in mind why they want to use Social Media [9,13]. The main reason to do this is, and which can be achieved by Social Media, is to engage the end user in open conversation [9,10, 12, 13]. When looking at where the end user is, this is often at Social Media. Thus organizations should seek the engagement with the end user by Social Media means as well [13]. This is in line with the

literature study which indicated that a lot of organizations are using Social Media, but only a few organizations push it to a higher (strategic) level.

Once again it is clear that if the Living Lab projects want to use Social Media it should be justified. The user should be available through Social Media means and the project should have the need for it. For example to share content, get a big group of users to engage with asynchronous and borderless, get input on a different level than focus groups could be reasons to engage the user with Social Media.

4.3.4 BENEFITS, DISADVANTAGES, PROBLEMS CONCERNING SOCIAL MEDIA

The most recurring problem concerning Social Media is the lack of knowledge of Social Media usage [9-13]. Many organizations do not know how to implement Social Media or how to achieve their goals; which also goes along with the inexperience with Social Media in cases if the wrong people are working with it [9,10]. For example it is a popular choice to let an intern do the Social Media management, however if he or she would leave, the experience will leave with them [11]. Paired to this is that it could be time consuming. When the organization does not have experience with Social Media; which lead to higher costs as well. This makes it harder to justify use Social Media whereas the actual impact is seen in a later phase. Finally this leads to distrust and loss of support for Social Media [11,12].

For Living Labs this means that the use of Social Media is an investment of time and money if the knowledge is not already available. The implementation of Social Media should be considered carefully. Addressing multiple projects with Social Media, structured with a model are additional requirements to decide to use Social Media or not.

Being present on Social Media also brings a sudden openness which organizations should prepare for [9,13]. Negative messages about the organization could have a fast

impact due to the wide spread use of Social Media; however this is the same for positive messages. It is recommended to excel in (customer) service and products which would lead to a better image [13]. Social Media can support interaction with the users which is interesting especially when the focus as an organization is on online [9,10].

4.3.5 SOCIAL MEDIA IN 2020

Social Media in 2020 will still be used is what the interviewees expect. By that time Social Media will become more mature and will become a standard [11,13]. This is already seen in the creative sector which has more flexibility of experimenting with techniques [11]. This is paired that Social Media will be included in organizations their agenda these years and take it to a professional level for actual effective benefits [10,13].

In addition the interviewees expect that Social Media will be more personal and more focused on the user [9,11,12]. Leading to a diverse (fragmented) Social Media landscape where interaction and relevance are central.

4.3.6 SOCIAL MEDIA FOR OPEN INNOVATION

The interviewees all state that Social Media for open innovation could have excellent possibilities. Social Media can be used to engage the end user and then innovate with them. This is already done by a few organizations, for example Hema, Lays and McDonalds [11]. After identifying the envisioned goals that has to be achieved and who the target group is; the users are engaged and let them partake in the process.

Users are quickly interested in partaking in this process, since they are satisfied by the feeling that the organization want to involve the user [9,10,11]. This feeling of empowerment that the user gets can make a difference and is most of the times enough to

activate the users. It remains important to closely listen to the end user, since this will aid in trust because the user sees that an organization takes them seriously [9,11,12].

In the vision for Living Labs this translates to the active support and communication with the users. The user should feel that they are listened to, which is a pitfall for Living Labs, and that the project of a Living Lab is for their benefit. Showing results or give feedback are ways to inform the user.

4.4 Case study: Integrasco – Vodafone

In this study there are different points of view for bringing together the information to develop an answer to the research questions. Next to literature and interviews, a case study is analyzed to get a third viewpoint of Social Media usage in organizations. As discussed before, Living Labs projects do not yet have case studies where Social Media is deployed to their benefit. For this reason the case study will give insight for the usage of Social Media from a business perspective and what the effects are. The proposed case is based on the project of Vodafone U.K. and Integrasco (Sponder, 2011). The aim was for Vodafone to increase their presence on Social Media and engage their users.

4.4.1 INFORMATION ABOUT THE ORGANIZATIONS

Integrasco is a world leader in Social Media intelligence; provider of data-mining technology and analytical services for the telecommunications industry. With clients as Nokia, Sony Ericsson and Vodafone they provide real-time distillation of consumer and business feedback from Social Media, CRM systems etc. These sources guide the client's business decision making in the field of R&D, application development, communication and customer service, with their state of the art technology and analytical expertise. Their

clients benefit from tailored solutions, face-to-face consulting support on demand and industry expertise. The client in this case is Vodafone U.K., were Integrasco monitor's online buzz, analytics and gives strategic consultancy.

Vodafone's Social Media vision is "To empower our customers to interact with us and others in the way that they want, to get more from their telecoms experience". Based on this vision Vodafone wanted that Integrasco map out the Social Media landscape, analyze the findings and formulate an appropriate strategy for competitive advantage. Additionally the mobile industry in the U.K. has a reputation for low standards of customer service which Vodafone wanted to change as well as increasing the strength of the brand.

4.4.2 AIM OF THE PROJECT

The key objectives of the project were:

- Identify influencers and engage with them around brand and campaign topics.
- Generate positive sentiment and humanize the brand
- Reverse negative sentiment online
- Gather intelligence on the competition and gain customer insight to lead the market in innovation and customer service
- Identify and incorporate best practices for engagement

4.4.3   APPROACH

To achieve this goal Integrasco used a method that was based on four key principles: Listening, Analyzing, Acting and Achieving.

Before Vodafone could engage on Social Media, they had to start *listening* to their online customers. This would mean that they had to set up and process monitoring systems to observe the conversations that customers held about Vodafone. By *analyzing* the buzz volumes and sentiment across all Social Media Integrasco and Vodafone could interpret conversations and understand the mindset of the consumer through analysis and identify actionable insights. Furthermore by detecting all relevant Social Media conversations they could *act* upon it by reacting with speed and accuracy. However this required a team that knew how to engage these kinds of situations. Thus Integrasco trained the Vodafone U.K. Web relations team to use their portal for resolving technical issues at the consumer that required advice or resolving complains. By these steps Vodafone *achieved* to identify 95 percent of all brand-related conversations online and a satisfaction rate of 86.3 percent.

These key principles were achieved during five stages that Integrasco developed. The zero stage is the stage in which the understanding of the brand reputation from a consumer standpoint was analyzed. Furthermore this stage identified and mapped out the influencers and platforms where relevant conversations are taking place. Followed by stage one which included the strategy planning. This planning contained workshops with key stakeholders, developing goals and objectives and developing engagement strategies and engagement guidelines.

Stage two involved the implementation of the strategy. Whereby the monitoring platform for listening, and the Social Media presences were setup. An important part of this stage was training and workshops in which the team of Vodafone learned how to

handle this online system. The third stage consists of actually executing the plan. Such as monitoring and early-issue detection, assessments, evaluations, recommendations and Social Media engagement. Followed by the fourth and final stage, the measurement and evaluation. By measuring buzz and sentiment and gaining actionable insight, Vodafone could increase their customer service by analytical insights with the data.

These principles and stages are similar to the methods used throughout this study, especially towards the model of Sjef Kerkhofs but also to the methods the interviewees are using. Overall there are the steps of identifying and knowing the users by listening and analyzing, creating a strategy to engage the user, act and monitor this strategy. Overall this should be evaluated and feedback could be given.

4.4.4 RESULTS OF THE PROJECT

Due to the Social Media consultancy that Integrasco provided, Vodafone was able to increase their online share of voice over the two years with 6% compared to the other brands which have decreased. Share of voice is the metric which represents the advertising weight compared to other advertisers. Next to that Vodafone's negative sentiment has reduced in the first six months of engagement with the users. They dealt with customer issues in Social Media and increased their customer satisfaction rate to over 80 percent in Social Media channels. Due to these successes Vodafone decided to expand the team to fifteen full-time employees to increase the buzz volumes and sentiment impact even more and has achieved the highest Net Promoter Score for customer service in Social Media channels in the U.K. telecommunications market.

Whilst these numbers indicate that their Social Media approach works, it is hard to say how effective this was because of the bad position Vodafone had. It could be easier

for Vodafone to increase their satisfaction rate and share of voice etc. from a 'lower' position than when you are already have a good customer satisfaction. Nevertheless it still indicates that Social Media has possibilities. In the case of Living Labs and the different projects that are selected, there could be each time different users. The engagement by Vodafone and Integrasco did work in this case.

4.4.5 LESSONS LEARNED

Integrasco provided insights by monitoring, measuring and analysis. By measuring buzz and sentiment, Integrasco was able to make a picture of the consumer's opinion in Social Media conversations. The data retrieved from this could be used by Vodafone and turn into action for improving the Social Media status. Due to the expertise of Integrasco and the quarterly satisfaction surveys, Integrasco could provide quality.

This was not without any challenges, because of the quick changes that Social Media undergo. The case study explains it was a challenge to have to continuously expand the source and data coverage from the most relevant platforms, which was solved by dedicating resources from the Integrasco data management team. This means that they used the expertise and knowledge that the team had in the most recent developments around Social Media; which is one of the goals of Integrasco.

4.4.6 DISCUSSION

The case study represents how Social Media was used for Vodafone U.K. and what the added value was. Vodafone and Integrasco worked together to bring the online availability of Vodafone to a higher level. The goal was to get positive sentiment for the brand and give better customer support. Integrasco facilitated these goals by a few steps, identifying the industry landscape, plan the strategy, implement and execute the strategy and measure and evaluate the results. These are in-line with the methods analyzed in this

study and complement each other, providing a strong basis for enabling Social Media for Living Labs. While the goal for Living Labs differ in the sense of working together with the users on Social Media, the Vodafone U.K. and Integrasco case prove the user engagement and problem solving possibilities of Social Media.

As discussed before it is hard to see whether the effect of Social Media was due Social Media or the attention that the uses now get that they did not get in the first place. However by regarding the data and analysis done in this study it is very likely that Social Media had a huge role and is justified as an extra tool for Living Labs.

4.5 Conclusion

The out of the box analysis gave a practical approach to the Living Lab and Social Media theory. Both Living Labs and Social Media have been assessed by conducting in depth interviews. The interviewees were experts or researchers in the respective fields. They gave hands on experience which leads to a well-developed answer to the research questions.

The Living Lab interviews show that Living Labs are a useful and popular method to innovate with. The increase of the usage of the Living Lab and the achieved successes lead to an expected growth in the near future. These Living Labs all have a plan of approach to engage stakeholders in their processes. Social Media is not included in this standard approach, because Living Lab projects differ much from each other. On the other hand all the interviewees pointed out that Social Media could and will make a difference for Living Labs. A few of the interviewees already experimented with the possibilities. One of the most important things within a Living Lab is the end user. Koen Vervoort explained in seven steps how to engage the end user. These steps could provide an opening for Social Media to be included in the process.

As for Social Media the interviewees state that the market is becoming more mature for Social Media to be accepted as an added value to the organization. This is confirmed in the Vodafone U.K. case that has been analyzed. To implement Social Media in the organization it is recommended to use a Social Media Strategy. For open innovation the interviewees state that Social Media could be an excellent tool to engage on and involve the end user in the innovation process, because the end user likes to be involved. This is already realized at a few organizations. This means for Living Labs that Social Media could offer and interesting added tool to engage the end user on a virtual level.

5   FINDINGS

In this chapter the study will elaborate on the analysis that has been made inside and outside of the box including the case study. By these means the research questions will be answered. The main question of this study was to identify what the importance would be of the availability and location of the Social Media platform Facebook for Living Labs to engage the end user.

Living Labs are traditionally seen as a foundation / organization which ensure that different stakeholders like organizations, government, knowledge institutions and the end user get together for innovational purposes. One of the most important elements in a Living Lab is the high focus on the end user. In a Living Lab project it is intended that innovation are created to solve problems in a region for the benefit of the citizens (end users). Therefore the end user is engaged during the entire process to develop an innovation that suits the end user and will be adapted quickly.

This engagement is traditionally seen conducted by focus groups, brainstorm sessions, events etc. At these places the end user and all the other stakeholders will come together and work towards an innovative goal. The main research question however suggests engagement by means of Social Media, in other words, engagement on a virtual level. The first sub question is related to this virtually.

5.1   Benefits for virtual tools for Living Labs

This study has found that virtual tools for Living Labs give other ways of interacting with the end user. When looking at the CSCW Matric which Ebbesson describes, virtual interaction gives options to communication even if the user is in a different place (Ebbesson, 2009). In other words this means that virtually removes a

distance barrier which could restrict a Living Lab. Nevertheless the traditional settings give a more thoroughly sense of information and is more personal. But then again the widespread of users is interesting for Living Labs whereas they can communicate with bigger groups.

It is therefore recommended to use virtual tools as an extension for Living Labs. In the interviewed Living Labs they already use virtual tools to engage the end user in some cases. This has multiple reasons for example to keep the end user informed or to invite them for other session. In addition experts assume that the user in the near future will be more online. And if the target group is online; it can only be encouraged to engage them by virtual (online) means.

This could be achieved by for example Social Media. However what value would this add? To answer this question the next sub question has been stated.

So in other words should a Living Lab always have online tools? The answer is no. However with the changes in innovation the availability of users online it is very interesting to see, per project, to use online tools.

The following topics can be stated for using virtual tools for Living Labs:

- Flexibility when engaging the stakeholders. Virtual tools give the option of asynchronous communication.
- Borderless communication.
- An end user group which is already active online
- The need of huge group(s) of end users.

5.2 Added value of Social Media for business purposes

Before implementing Social Media for Living Labs the study pointed out what the added value is of Social Media for business purposes, assuming that this information also could be applied to Living Labs. The reason for this is that there were case studies at hand which go deeper into the impact of Social Media. The Vodafone U.K. case shows that Vodafone was able to increase their online share of voice by 6%. This share of voice stands for users that are talking about an organization, in this case Vodafone. Additionally the negative sentiment of Vodafone decreased drastically due to the good customer service. This indicates that Social Media was successful in engaging (communicating) the end user and in problem solving. However how big the effect would be for the Living Lab is not that clear. In the case of Vodafone they grew from poor support to a much better way of communicating with their customers.

Research of ING indicates that the most effective group to engage is the group of users that are frequently active on Social Media. In this case they identified the age group of 18 to 24 year to be the most active users. The findings of ING also present that Social Media affects opinion, preference and behavior a lot. This influence could also have an impact on the brand of an organization. Not only has the case of ING indicated this but the interviewees as well. In fact, the iMinds case successfully used Social Media whereas the end user was not familiar with Social Media. With good support they could achieve the goals they envisioned but from a neutral perspective it might have been better to use focus groups.

The interviewees with the focus on Social Media state that Social Media is good for engaging the end user in an open conversation. This open conversation is also interesting for Living Labs as they want to have transparency. In addition the experts

indicate that the user is active on Social Media, and an organization should go to where their end users are. In this case Social Media as well.

Many organizations believe in Social Media possibilities however due to the lack of experience (pointed out by the Social Media experts) or due the popularity of just using Social Media without a method / strategy; organizations are not implementing Social Media very well. Section three goes deeper into how to implement Social Media.

Social Media does add value to the business which is seen in several points in this study. However the use is highly related to the availability and familiarity that the user has with these media. A few topics that influence the choice of Social Media for business purposes are:

- Availability of the user on Social Media
- Familiarity of Social Media by the user and organization
    o Likely with the younger age groups of teens and young adults under the 30.
- A clear goal why to use Social Media
    o Share of voice, sentiment and branding are popular goals.
- Keeping in mind you 'open up' to your users / customers.
- Positive and negative sentiment towards the organization is transparent. Meaning everybody sees and knows about these actions.

5.3 Social Media Strategy model

The Social Media Strategy model of Sjef Kerkhofs is pointed out as a good implementation plan for Social Media. The experts focused on Social Media, since they all recommend Social Media should be part of an organizations strategy. It is a common

pitfall to first select the Social Media of choice and then to see what to do with it, which would be easier. However first of all it is important to know what has to be achieved. In other words what is the problem and what are the goals. These have to be linked to the target group. Followed by these steps an organization could decide to use Social Media or not and select the most appropriate platform for it. After implementation it is important that it is measured and evaluated so it is clear if the Social Media has impact on the business goals. With this in mind it is interesting to see what this will do for Living Labs.

The strategy model of Sjef Kerkhofs can be related to the model that Integrasco used for Vodafone. As for the key points for a strategy for Social Media both of the models have in essence the same essence:

- If you want to use Social Media it is recommended to use a strategy
- Listening, Analyzing, Acting and Achieving are important elements of this strategy.
- The model of Sjef Kerkhofs addresses the way such a strategy can be implemented

5.4   Social Media for Living Labs

Social Media is very interesting for Living Labs since user engagement has a big role in Living Labs. The experts point out that Social Media indeed could play a big role for the Living Labs.

First of all Social Media is good in user engagement and problem solving as said before. In the beginning of a Living Lab process this could be useful to find users based on their profiles to engage and invite them for the Living Lab projects. But also during meetings, the Living Lab can post information online on Social Media for the users who

cannot physically come to the Living Lab. Additionally in the last phase of a Living Lab process, Social Media could be used for validation options.

Secondly Social Media has a big range of users, with the growing rate of Social Media in the everyday life. This range could provide the Living Lab a wider area of users which can then be selected based on their profiles.

However the use of Social Media for Living Labs is heavily based on the target group of the Living Lab project. Social Media could indeed present a virtual tool for Living Labs, but if the target group is not on Social Media, which should not be forced, it would not work. At this moment Social Media would be useful for some projects of Living Labs focused on an age group of under 30 year. This group already has proved useful in a case at the iMinds Living Lab. It is expected that this will change as more people will get to know Social Media and / or when generations change.

Additionally there is more trust in Social Media by this group which is indicated by ING; this also affects the trust in Living Labs positively.

This mean that under the right circumstances Social Media is indeed wise to engage the end user on for Living Labs. The following points back this up if the Living Lab project has these requirements:

- At the first place, the need of online options
- If the user is already active on Social Media.
    o This is mostly the case for the age group of under the 30 years.
- The need of a huge user group
- Asynchronous communication
- Possibilities for engaging specific interest groups online

5.5 Facebook in a Living Lab process; engaging the end user

This study has identified the target group of Facebook, the Living Lab process and a strategy to implement Social Media. To engage the end user there is a seven steps model that is described by Koen Vervoort of iMinds in section 4.2.6.

However the potential implementation of Social Media is not adapted in these steps. So far this is not adapted in any model thus this study aims to combine the data of this thesis, with a focus on the Social Strategy Model of Sjef Kerkhofs and create an organized model seen in figure 9.
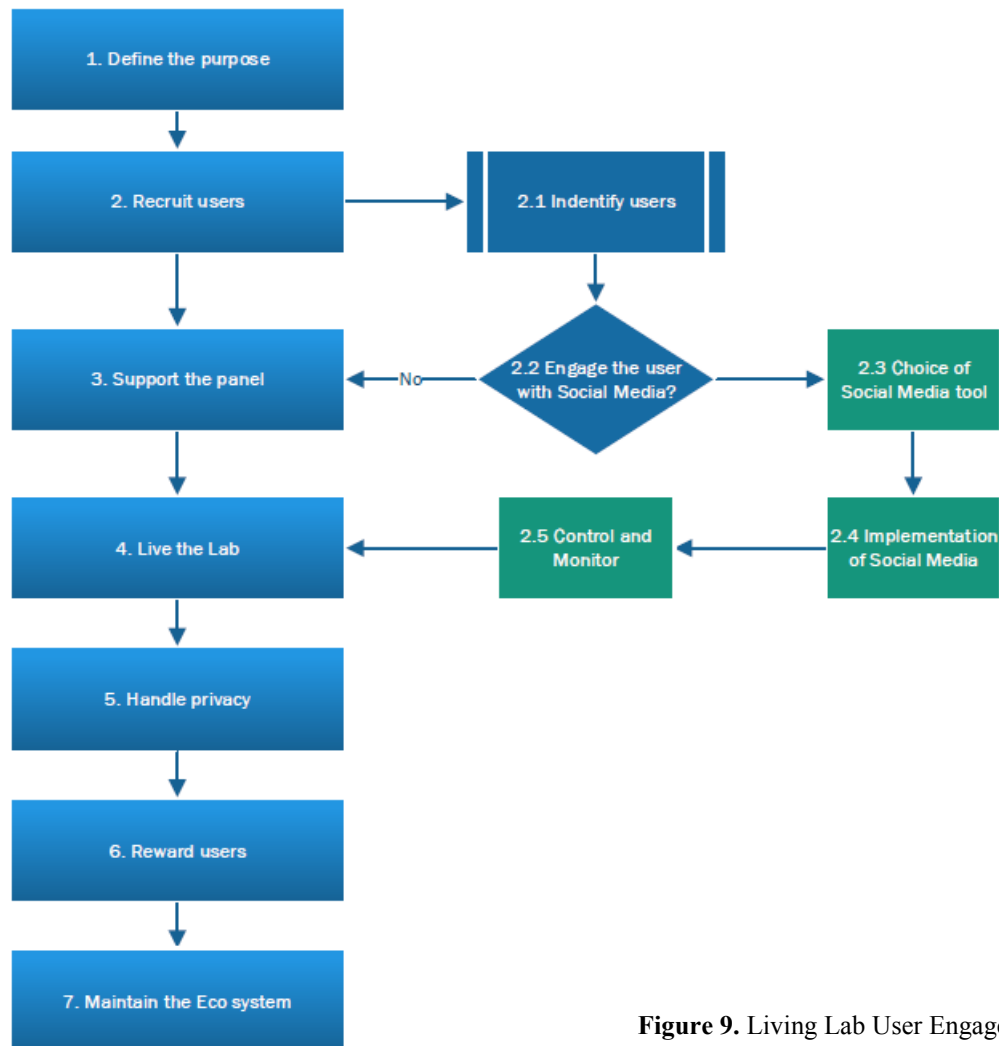

Figure 9. Living Lab User Engagement Model

Step one:

The first step is to define the purpose of the Living Lab project. This is in line with the Social Media Strategy model. What will the goal of the Living Lab project be? This includes the problem definition and the goals which should be formulated in a Specific, Measurable, Acceptable, Realistic and bound to Time (SMART) way.

Step two:

The second step is to recruit the users. In this phase the users are identified (Step 2.1). If in this phase is perceived that the user is frequently on Social Media, which could be viable in in the age group under thirty years, it is interesting to use Social Media – and in this case Facebook – for the Living Lab process (Step 2.2). However if this is not the case the model continues in Step 3. After the decision of implementing Social Media it is important to know which media to use for what purpose (Step 2.3). In this study there is a focus on Facebook. During the research it is became clear that Facebook has the following properties:

- Popular in the age group 15 - 30 years
- Good for community building and marketing
- Presenting information (with or without images) and feedback
- Groups and communication
- Idea creation

If this is in line with the goals of the Living Lab it would be interesting to select Facebook as media. However Facebook is not the only Social Media that could be used for Living Lab solutions. As discussed, it is not wise to select the Social Media beforehand but rather identify what Social Media your user group is using. In the example used the target group could be mothers, whereas Cafemoms.com would be interesting to use as medium. In this study the focus has been set on Facebook for

scoping purposes but Living Labs projects should extend their view to other possibilities as well.

It is also challenging to engage the users at all through Social Media. There are a good number of ways this is possible. First of all photos / images sharing or contests are widely popular tools. Next to that is the 'Like' system and questions that you ask to your user are beneficial methods to engage your user (Steeves, 2013).

Whilst recruiting the users, there are also motivational parts to keep in mind. However in the conducted interviews motivation was not the biggest problem. Yet again the respect gained from other users and the users wanting to become a part of the process are highly motivational, which is supported by Social Media. In Step 2.4 Social Media should be implemented and actually used in the Living Lab. Setting up the tools and workspace. It is important to control and monitor the chose Social Media. Not only to see if there is an outcome but also to support the panel. From here the steps will follow the fourth step.

Step 3: In the third step of engaging the end user the Living Lab should support the end user. There should be interaction between the stakeholders but also help the end user in different ways. This could be in answering questions, listening to feedback, support in the use of products etc.

Step 4: Closely related to step three would be to live the Lab. The Living Lab could for example present questions or post polls by means of Facebook, which already has been set up, and reach a lot of people in a short amount of time. The value (motivation) for the user, which most of the times would be in respect of others, or being part of the process, would be generated through Facebook. Since others could see the user joining a Living Lab and see that he or she is actively giving input for a new innovation while 'living the lab'.

Step 5: Step five addresses the privacy issue. It is essential to keep track of the users and be aware what drives them. Privacy for the younger generation is less of an issue since they have a higher trust in Social Media. For example this trust can also be found in the privacy settings that Facebook has to offer. Nevertheless, the user should never be pushed to join the Living Lab. If the user joins the Living Lab willingly he or she already accepts a little loss of privacy.

Step 6: To reward the user could be done in different ways, depending on why the user was active in the first place. Was it to be part of the process and get respect of others, then the user(s) could be presented through a Social Media channel. If it was for tangible products the user is rewarded by promised products or services. This could mean creating a competition where tangible products are used for motivation.

Step 7: As final step the ecosystem should be maintained. Meaning that the created Living Lab process and the iterations that it could go through (implementation, testing, feedback and over again) should be supported until the stakeholders, specially the end users, are satisfied with the final solution. Additionally the Social Media results should be included as input for the solution that the Living Lab is trying to achieve by monitoring, analyzing and engagement as discussed before.

Comparing these steps with the steps that Integrasco used for Vodafone U.K. for their Social Media plan, there is a recurring approach. Integrasco advised *Listening*, *Analyzing*, *Acting* and *Achieving*. In this model this is represented in the step. Listening and observing what the end user is doing is represented in step two and three. Analyzing and Monitoring in step 2.5. And the Acting and Achieving with Social Media is in step seven were the eco-system is maintained. As described this means that the feedback will

be processed and acted upon and the solution would give the Living Lab process extra options.

5.6 Engaging the end user with Social Media

With the entire data available one can conclude that it is important for Living Labs to be available and located on Social Media, in this case Facebook, to engage the end user. The reasons for this are several. First of all Social Media is a growing factor in the everyday life of the end user. This is already the case and will be more in the future. It would be wise to identify this trend and take steps towards Social Media for Living Labs, especially when the end user will be more online. Secondly Social Media offers a good open and non-intrusive way to communicate with the end user. However it is arguable that other online media could provide the same, but the presence of the user that is already active on Social Media should not be ignored. In other words without asking the user to come to the Living Lab; the Living Lab will position himself towards the end user. In the case of Facebook the data shows that it is at this moment the biggest and most used Social Media around. Organizations already engage the end user on Facebook; however this should not mean that Living Labs should do the same. It is discussed that it is crucial to firstly identify the end-user and see if they are on Facebook or another Social Media channel. If the case is that they are active on Facebook and the means that Facebook has to offer, then it could be interesting to engage the user by means of Facebook.

Implementing Social Media should be done in a strategic and professional manner. The user should be engaged on their profile and knowledge and not by means of tangible products. This is not necessary and could present itself as nonprofessional.

While it is discussed that Social Media for Living Labs is viable, it would mean an investment of time and money if the knowledge is not already available. The implementation of Social Media should be considered carefully. Addressing multiple projects within the Living Lab using Social Media, structured with a model are additional requirements to decide to use Social Media or not.

As closing words, the availability and location of the Social Media for Living Labs to engage the end user is important. Not specifically Facebook. Social Media would be an addition to the whole Living Lab process to give an extra option when it is necessary to engage the user by virtual means.

6 DISCUSSION

This study presents a model to engage the end user of Living Labs with Social Media. To develop this model the state of the art regarding Living Labs and Social Media have been analyzed.

The state of the art describes the definition of Living Labs. The fundamental innovation method within Living Labs is the co-creation with several stakeholders, the most important stakeholder being the end user. To achieve this co-creation the end user has to be engaged to know how they experience problems and or solutions. This active engagement is one of the prominent benefits of using Living Labs next to the multi-disciplines and multi-views it has to offer for a project.

Engaging the end user can be done traditionally by means of focus groups or virtually by using online tools. Traditionally the focus groups provide real contact with the users and discussion that could be very information rich while the virtual tools remove a distance barrier and have a larger reach. However this engagement still has its difficulties because it can be challenging to motivate the end user.

After an interpretation of the state of the art it becomes clear that Living Labs is an innovation method that works with the end user for the end user. While it has its difficulties it is interesting to build upon on what Living Labs already has to offer and extend on it. In this case it was the choice of a 'new' virtual tool, Social Media.

Social Media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user generated content. Next to the popular Social Media there are a lot of other Social Media existing each more specialized than the other. The main Social Media, Facebook, Twitter and Google + share the capabilities of publishing, sharing, networking

and discussing. These are useful tools for Living Labs. With these capabilities in mind and added the size and metric tools such as 'Likes'; Facebook has been chosen to focus on. Bearing in mind that Facebook has probably the most cases / experiences being used for marketing/ innovation goals. As for using Social Media in organizations or Living Labs the model of Sjef Kerkhofs has been adapted and compared and or extended by the methods Integrasco used for Vodafone.

The in-depth interviews of the Living Labs and Social Media that are actually used or researched on. Living Labs is a popular and useful method to innovate with, and is increasing in their usage which is seen at the amount of projects Living Labs are getting. The other interviews were focused on Social Media and it became clear that the market is becoming more mature for Social Media. Especially with models described in this study it makes it better to implement in an organization, or in this case Living Lab. The interviews focused on Living Labs indicated that they saw potential of Social Media for Living Labs however this is only the case when the end user is active on these media. This is a recurring theme throughout the whole thesis. Social Media engagement is based on the users. The user should be familiar with, and active on Social Media to benefit from the effects and have a high impact. So yes Social Media adds value to the business, and virtual tools and Social Media are useful for Living Labs; but only if the user is towards this. Facebook is certainly not the only option, but it is an interesting starting point.

To decide whether to use Social Media for Living Labs is included in the proposed Living Lab User Engagement Model.

7 FUTURE RESEARCH

While the model is theoretically and experience based advocated, the model is not tested yet due to the lack of options, where it was not possible to test the model in a project.

The model should be used in a Living Lab project which has the right target user for Social Media engagement. If the model is tested, it should be monitored carefully and it should be validated during and after the project, to improve the model.

Currently the study is focused on a niche; there are not many Living Lab projects that use Social Media at this moment; however it is indicated that there is a growing interest to experiment with the options. The study points out that in the near future engagement by Social Media will be more relevant due to the maturity of Social Media and the wide spread use of Social Media. The focused age group of 15 to 30 year will grow and leads to a bigger user base.
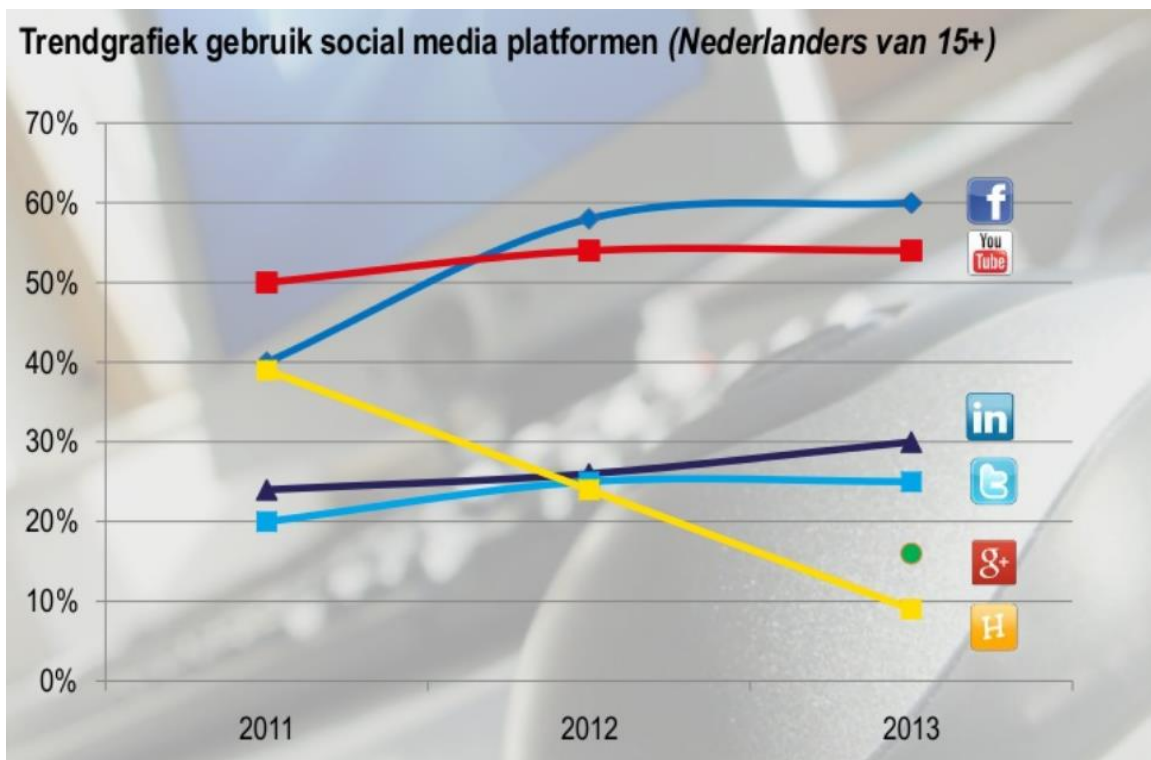
In other words for future research the model should be extensively tested and could be built upon.

Appendix A

Facebook en Youtube zijn het grootst in Nederland

7,9 MILJOEN Nederlanders maken gebruik van Facebook, waarvan 5 miljoen dagelijks.

7,1 MILJOEN Nederlanders maken gebruik van Youtube, waarvan 0,9 miljoen dagelijks.

3,9 MILJOEN Nederlanders maken gebruik van LinkedIn, waarvan 0,4 miljoen dagelijks.

3,3 MILJOEN Nederlanders maken gebruik van Twitter, waarvan 1,6 miljoen dagelijks.

2,0 MILJOEN Nederlanders maken gebruik van Google+, waarvan 0,5 miljoen dagelijks.

1,2 MILJOEN Nederlanders maken gebruik van Hyves, waarvan 0,3 miljoen dagelijks.

*De absolute aantallen zijn een projectie van de resultaten op basis van de volgende gegevens:

Aantal Nederlanders:	Doelgroep Nederlanders 15+:	Internetpenetratie (bron Eurostat):	Populatie:
16.794.954	*0,83	*0,94	13.103.423

(Newcom Research & Consultancy, 2013)

Appendix B

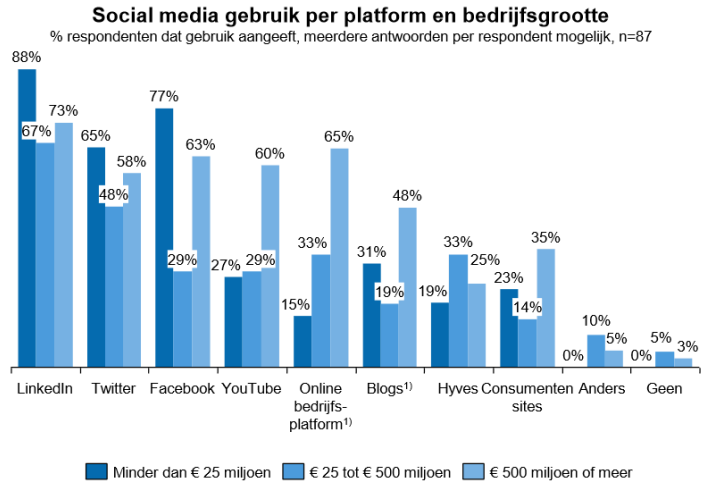Trendgrafiek gebruik social media platformen *(Nederlanders van 15+)*

(Newcom Research & Consultancy, 2013)

Appendix C

Bedrijfsgrootte heeft significante invloed op gebruik van social media - middelgrote bedrijven maken er het minst gebruik van
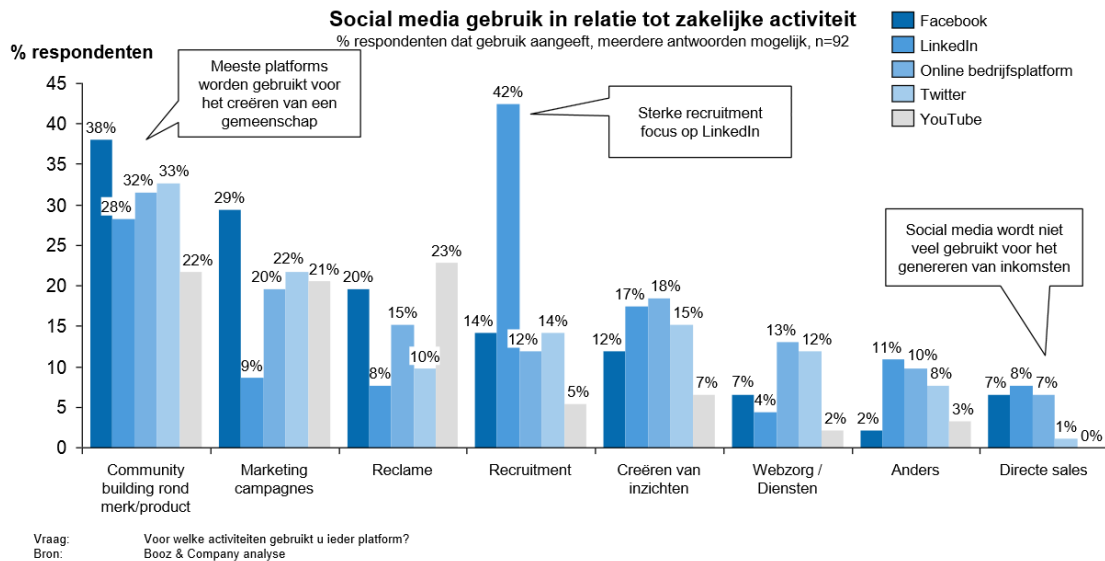

(Booz & Company, 2011)

Appendix D

Gebruik gefocust op community building en nog nauwelijks op sales - Linkedin laat sterke focus op recruitment zien

(Booz & Company, 2011)

Appendix E

Interviewee: Koen Vervoort – iMinds

Zou u iets over uzelf kunnen vertellen? Wat is uw achtergrond?

Ik ben 40 jaar, waarbij 20 jaar werkzaam als leiding gevende bij verschillende multinationals. Ik heb eerst muziek gestudeerd, dus eigenlijk niet academisch, maar door de crisis van 20 jaar geleden en de werk zekerheid die er niet was, ben ik terecht gekomen bij McDonalds waar ik 7 jaar het restaurant heb geleid. Na die 7 jaar ben ik als coach (afdelingsverantwoordelijke) gaan werken bij Nike. Dat heb ik twee jaar gedaan. Hierna heb ik een tennisclub overgenomen; vanuit daar ben ik naar Ikea vertrokken, verantwoordelijk op een afdeling van 30 man. Via een kennis ben ik toen verder gegaan naar het toenmalige grootste Living Lab van de wereld: iCity, in Hasselt – Leuven. Waarbij ik verantwoordelijk was voor het panel management aspect. Met panel management verstaan wij het beheer van alle eindgebruikers, dus iedereen die onderzoek doet voor ons. Die niet bij de organisatie betrokken is. En dat doe ik sinds augustus 2004. iCity was een gesubsidierd project van de overheid, waarbij er om de zoveel tijd subsidies werden aangevraagd, en bij de 4^e van de 5 schijven heeft de overheid gezegt, dit heeft eigenlijk geen zin want we willen een hele structuur rechtzetten van Living Lab Vlaanderen, een onderzoeks instelling die toen ibbt heette, want nu iMinds heeft (waar je contact mee hebt opgenomen). iCity is eigenlijk geintregeerd geweest bij ibbt wat nu dus iMinds is.

Met mijn rol nu draag ik de verantwoordelijkheid over het panel van 15 tot 20 duizend mensen. iMinds heeft als rol om als incubator te spelen binnen de ICT sector. Onze doelstelling is om te observeren in de ICT sector en ondersteuning te verlenen. Stel je hebt een goed business idee dan helpen we jou daarbij tot het op de markt brengen.

Van R&D tot aan de markt. Wij zijn nu ook bezig met MKB's. In de tijd van de intergratie van iCity in iMinds heeft de regering beslist om drie Living Labs platformen het leven in te roepen, welke allemaal door ons gemanaged werden. Gezien er nog niet erg veel onderzoek was gedaan naar Living Labs hebben wij ons bezig gehouden met offline en online comunities. Het eerste jaar hebben naast interne structureering ons bezig gehouden met de vraag hoe we onze panel konden vergroten en onze data verrijken. Dus waar we ons mee bezig houden; alles wat met Living Labs werking te maken heeft in Vlaanderen. Bijvoorbeeld de proeftuin, mediatuin is van ons etc. Waarbij wij gesubsidierd worden om deze anderen te helpen.

Zijn er specifieke tools, methodes of een eigen gemaakt model wat u hanteert met een Living Labs project, met nadruk op het benaderen van de eind gebruiker?

Er zijn verschillende fases in een Living Lab; het samen stelling van de Living Labs organizaties wat multi disciplinair is. Hoe dit gedaan wordt is eigenlijk een politiek spel. Voor het samenstellen van de groepen (stakeholders) worden er weinig of geen methodes gebruikt, buiten het feit dat er gezamelijk een win-win standpunt bepaald wordt. Qua wetenschappelijke methodologie is dat beperkt eigenlijk. Maar het belangrijkste in een Living Labs is de eind gebruiker. We kijken dan naar hoe vangen we die testgebruikers, hoe houden we die bezig en hoe begeleiden we die uiteindelijk? Uiteraard op een wetenschappelijke manier. Dus hoe stel je op de juiste manier de juiste vragen. Daar hebben we veel methodes voor maar wat wij constant gebruiken is het PSAP methode wat staat voor Project Specific Adoption Potential. Dit houd in dat wij de mensen gaan bevragen van wat gebeurd er eigenlijk. Het consortium hebben allemaal vragen rondom een bepaald vraagstuk; die vragen worden afgemeten en gebruiksvriendelijk gemaakt, wat zeer belangrijk is. Want de meeste academici weten

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wel welke vragen te stellen maar die snapt niet iedereen. De vragen worden dus gepopulariseerd en geuniformiseerd om voor verschillende projecten een soort standaard te hebben. Zodat je niet telkens een aantal vragen opnieuw hoeft te vragen. We vragen allereerst algemene vragen rondom een vraagstuk, met het ideation funnel idee in het achterhoofd. Om zodoende ook conceptvoorstellen te presenteren. Waarbij uiteindelijk in de PSAP methode gevraagd wordt wat men ervoor wilt betalen. Want als men er niet voor wilt betalen heeft het geen zin. Het doel van het traject is om de leadusers in kaart te brengen. Waar zitten mijn leadusers, waar zitten mijn early potentials, waar zitten mijn defectoren (bij het begin al afhakend). Waarbij we ook vragen aan de afhakers; waarom ze afhaken. Het is belangrijk om in te zien waarom mensen afhaken misschien is het product prima maar om prive redenen het ding niet past in zijn leefomgeving. De survey omslaat al dit dus; maar we geven ook apps, of hardware of dergelijke met mensen mee. Wat een cruciaal onderdeel is van een Living Lab en het zich onderscheid van een Testlab. We geven het product dus mee waarbij het de bedoeling is dat de eindgebruiker het gebruikt; zodat de technologie toegepast wordt in het dagelijks leven. Dus wat wij doen is mensen profileren aan de hand van het PSAP model en op basis van de antwoorden de meest geschikte profielen, die van toepassing zijn voor het project, selecteren en het product mee te geven om het uit te proberen. Er zijn drie fases in het veld test, dus als de technologie is geimplementeerd bij de mensen thuis. Als voorbeeld is er nu een project lopende dat de kijkcijfers bepaald, waarbij het in de oude situatie kijkcijfers niet meer zouden kunnen kloppen door interactieve TV. We doen hierbij AB testing. Waarbij situatie A de normale gang van zaken is, en situatie B is de nieuwe manier. Dit wordt in dit project uitgezet bij 50 gezinnen, deze hebben de technologie en laten we drie weken met rust. Hierbij wordt er blind testing gedaan; wat doet men wel en wat doet men niet. De mensen zijn dus nog niet gestuurd en hebben nog geen vragen

gekregen over het product om de werking te testen. Met andere woorden dus gewoon kijken wat ze ermee doen. Fase twee is gestuurd testen; waarbij men opdrachten moet uitvoeren om het product grondiger te testen. De laatste fase is de evaluatie fase waarbij we feedback terug krijgen van de eind gebruiker. Deze evaluatie sessies houden we drie keer, aan het begin, terwijl ze met de product bezig zijn en nadat alles opgeruimt is een maand erna. Zo hebben we drie null metingen om zo te meten hoe het Adoptie Potentieel veranderd. We analyzeren dus wat er op voorhand is gezegt dat de gebruiker zal doen met het product en wat de gebruiker daadwerkelijk ermee gedaan heeft. Aan het einde leggen we alle data bij elkaar waar een rapport uitrolt en wat weer voorgelegd wordt aan de eindgebruiker. Op deze manier kan je meten of de beweringen kloppen die in de eerdere twee fases zijn gemeten: "dit heb jij gezegt, dit heb jij gedaan kloppen deze beweringen?".

Het kan ook zijn dat we nog geen product hebben en dat we na de surveys geschikte kandidaten selecteren om met een groep co-creatie sessies te houden. Gebruikers kunnen dan directe input leveren, waarbij ze een screenshot /mock-up te zien krijgen; waarbij ze in de eerste fase daarop feedback kunnen geven. Waardoor je iteratief bezig bent. Additioneel gebruiken we voor MKB's de value proposition canvas

Hoe ziet u Living Labs op dit moment in de markt en in 2020? Wat is uw mening met betrekking tot de inzetbaarheid van Living Labs voor business doeleindes?

Ik denk dat we momenteel nog aan het begin staan van het gebruik van Living Labs. In 2010 werden de projecten gelanceerd waarbij er nog vooral top down werd gewerkt. De grote spelers zaten met een idee wat al gevormd was. Het was eigenlijk al klaar en het geen wat gemeten werd was of er iemand op zat te wachten en hoeveel wilt

men ervoor betalen. Ondertussen belanden wij in een media fase, waar we steeds meer klant gedreven gaan werken. MKB's zitten met het probleem dat ze ook willen weten wat de klant wilt maar kunnen niet zoveel geld besteden als dat de grote spelers dat kunnen. Waarbij wij die MKB's hierbij kunnen ondersteunen. Waarbij we met vrij beperkte budgetten (15 tot 25 duizend euro) korte projecten van 6 maanden tot een jaar kunnen voorzien. In deze situatie is de MKB de klant en zijn wij als Living Lab de leverancier van de methodiek; zodat we ze op een Living Lab manier kunnen helpen. Ik denk niet dat we in 2020 daar al aan voorbij zijn. De consument wordt steeds mondiger en veeleizender en alles gaat steeds sneller. Het voordeel van een Living Lab is dat de periode tussen R&D en de markt niet alleen kan optimaliseren maar ook kunt versnellen. Ik zie dus Living Labs niet stil gaan liggen maar eerder evalueren. Waarbij grote Living Labs gaan transformeren naar Smart Cities. Dus waar staat Living Labs in 2020? Waarschijnlijk voor bij de piek, maar wel als erkende wetenschappelijke methode om tot een beter resultaat te komen. Dat zie je ook aan het panel van de eindgebruikers dat ze waarde hechten aan dat ze mogen mee ontwikkelen.

Wat ziet u als nadeel van het gebruik van Living Labs?

Een nadeel, wat wij zien in Vlaanderen, als de MKB nog geen gebruik maken van Living Labs technologie zijn het twee zaken: het nog niet kennen, weten dat het een mogelijkheid is; er is daar nog veel werk te doen. Het tweede is dat het ook een schik effect met zich meebrengt. Men is er niet bekend mee waarbij er ook twijfels zijn of het wel werkt. Anderzijds hebben we ook ingewikkelde subsidierings structuren in Vlaanderen waardoor mensen afgeschikt worden om erin te stappen. Naar mijn inziens zal er ooit een keer iemand opstaan en Living Labs opzetten als iets commercieels waarbij het nu overheids gebonden is.

Welke veranderingen ziet u voor ogen voor de toekomst van Living Labs?

Wat steeds meer gaan de is dat het steeds minder een lokaal gegeven is; want als we gaan transformeren naar Smart Cities ga je van Nederlandse of Vlaamse context over naar een Europese context. Dat is een beweging die zeker zal gebeuren want het heeft geen zin om iets uit te vinden in Amderdam en vervolgens in Brussel opnieuw te doen. Dus op grotere schaal wordt er samengewerkt. En de shift die ik zie is dat waar het nu veel top down is; gaat het steeds meer bottom up worden. Technologie wordt nu gepushed in een stad en gaan ze daarna de gebruiker vragen wat ze ervan vinden. Er komt een moment dat steden gewoon gaan vragen aan de burgers; we hebben een probleem rondom de waterwerking, welke van deze ideeen moeten we doen of welke juist niet doen. De grootste veranding in Living Labs en Smart Cities zal de intergratie zijn van crowd sourcing.

Om door te gaan naar het vraagstuk van Living Labs en Social Media. U vertelde dat jullie al gebruik maken van Social Media in projecten?

In groot schalige projecten hebben wij al Social Media toegepast; waar deze allemaal een Facebook pagina hadden. Waarbij in het begin het probleem van branding was. Mensen konden met niks de Living Lab indentiferen waarbij de meeste bijvoorbeeld geen logo had. Als je geen logo hebt moet je ook geen Facebook pagina maken want dan komt er niemand. Daar zijn we gelukkig al voorbij. Er zijn verscheidenen, niet altijd, die een Twitter accoutn hebben, wat afhangt van hoe interactief de technologie is. Een aantal hebben een Pintrest account waarbij het visuele aspect in een project speelt. Meestal is het gebruik van Social Media binnen een project. Als het panel is samengesteld,

communiceren we grotendeels via Social Media of via een blog, waarbij het als informatie kanaal dient. Men kan het het lezen en liken maar niet op reageren.

Om door te gaan op de inzet van Facebook, hoe moet ik dat voor me zien? Wordt er een vraagstuk gepresenteerd wat men kan liken of op kan reageren?

Ja dat zou kunnen. Wat wij doen is als we een bevinding hebben in een onderzoek kunnen wij dat op de facebook pagina zetten met bijvoorbeeld een poll "ja, nee" of "A, b, c, wat zou jij doen etc". We kunnen een stelling/ hypothese op de pagina zetten waarop er gereageerd kan worden. Dit wordt gemeten en teruggekoppeld. Alle feedback wordt verzameld in een Social Media feedback document en wordt toegevoegd aan het onderzoek. Dit doen we dus met Facebook, Twitter en Pinterest. Tevens hebben wij iets nieuws, Cognistreamer. Dat is een crowdsourcing platform waarbij wij dit platform eruit kunnen laten zien hoe wij dat willen. Met andere woorden een backend die draait en een frontend die we kunnen customizen; maar alles is wel samenhangend dus informatie kan gedeeld worden tussen projecten met verschillende front ends.

Social Media kan dus een extentie leveren aan Living Labs voor het onderzoek?

Persoonlijk uit mijn ervaring als eindverantwoordelijke voor het panel, zou het dom zijn om Social Media niet te gebruiken. Waarbij het natuurlijk wel een beetje van je doelgroep afhangt; in een bejaarden tehuis zou dit bijvoorbeeld minder geschikt zijn. Bij ons digimeter onderzoek zien we dat jongeren (onder de 30 jaar) veel meer informatie verzamelen via Social Media dan via TV of via de radio. We implementeren dan ook een nieuwsfeed in de Sociale Media om die dan te koppelen aan het onderzoek. Een fout dat je niet mag maken is dat als je geen Twitter account nodig hebt, dan moet je daar ook niet aan beginnen. Waar wij vroeger een cross mediale aanpak gebruikte, dus informatie

verspreiden over meerdere kanalen, gaan we nu meer naar een transmediale aanpak. Waarbij de juiste Social Media gekozen wordt voor de juiste boodschap. Bijvoorbeeld een poll voor Facebook en een afbeelding voor Pinterest; inplaats van het zelfde op alle kanalen uit te voeren. Daarbij wordt er voor een diverse doelgroep, de media uitgekozen die voor die specifieke doelgroep het meest geschikt is. Je gaat mensen aanspreken op de Sociale Media waar je ze kunt vinden

Het lastige met Living Labs is dat erg verschillend kan zijn, en iedere keer is het out of the box denken. Maar er zijn wel 7 stappen te definieren:

1. Define the purpose. Beslis waarvoor het panel wordt gebruikt
2. Recruteer de users
3. Support de users. Ondersteun ze met bijvoorbeeld een helpdesk etc.
4. "Live the Lab". Laat het gebruiken door de omgeving en stuur het niet. Zodat je de 5 W's Wie Wat Waar Wanneer en Waarom kan indentificeren in het project.
5. Bescherm de privacy van de mensen. Waarbij je niemand mag verplichten om bijvoorbeeld op je Sociale Media actief te zijn. Je bied het aan waarbij men de keuze heeft om het te gebruiken.
6. Beloon je panel. Dat hoeft niet materieel te zijn, dit mag ook intrensiek zijn. Maar zorg ervoor dat men verbonden is met je project en het gevoel krijgt een verschil te hebben kunnen maken.
7. Onderhoud het ecosysteem.

Appendix F

Interviewee: Martijn Bloksma – Pondres

Kunt u iets over uzelf vertellen, dan wel niet uw rol binnen de organizatie?

Ik ben Martijn Bloksma, social marketing manager binnen Pondres sinds januari dit jaar (2012). Als social marketing manager ben ik verantwoordelijk voor de afdeling social marketing. Ik ben verantwoordelijk voor de dagelijkse leidinggeving en ik ga mee wanneer klant opdrachten / klant vragen Social Media nodig hebben. Dus wat Pondres is, eigenlijk is het een heel traditioneel mail en print bedrijf. We zitten in de direct mail dat is wat Pondres van oorsprong doet. Pondres heeft gezien dat ze met print en mail de oorlog niet gaan winnen dus we moeten innoveren en nieuwe manieren van communiceren erbij betrekken. Direct mail begint steeds meer iets van vroeger te worden, het heeft nog steeds wel veel effect maar het wordt steeds meer direct marketing. Waarbij direct marketing meer omhelst dan alleen print en mail. Vandaar dat pondres 2.5 jaar geleden heeft besloten om te gaan experimenteren met Social Media. Hiervoor hebben ze een bedrijfje voor opgekocht, Stepfree die van Sjef Kerhofs is geweest en hij heeft in twee jaar de afdeling vorm gegeven. Die afdelding staat dus de rest van de organizatie bij op het moment dat ze denken dat een vraag van een klant beter opgelost kan worden met online kanalen dan traditionele kanalen. Dat is onze rol en sinds januari heb ik deze functie overgenomen.

Hoe lang ik actief ben in het onderwerp Social Media? Ik ben niet zozeer actief in het onderwerp Social Media maar ik ben van oorsprong communicatie adviseur. Bij mijn vorige werkgever was ik communicatie adviseur, met de focus op digitale communicatie. Ik zie Social Media eigenlijk als verzameling van een aantal kanalen waarmee je ook

kunt communiceren, en als je het zo bekijkt ben je niet echt actief in Social Media maar actief in communicatie. Op die manier ben ik twee jaar echt actief als communicatie adviseur en daarvoor meer als hobby.

Zijn er specifieke Social Media tools die jullie gebruiken? Of richten jullie specifiek op bijvoorbeeld Facebook, Twitter, Pintrest?

Nee, wij richten ons op het probleem van onze klanten. Van daar uit gaan we bepalen welke kanalen we daarvoor inzetten. Zoals ik zei het is communicatie dus je gaat denken vanuit het probleem van de klant. De klant krijgt bijvoorbeeld te weinig sales, of te weinig gekwalificeerde kandidaten voor een wervings campagne etc en vanuit daaruit gaan we kijken wat is het probleem, wat is de doelgroep, welke kanalen horen daarbij om die doelgroep aan te spreken, welke boodschap moeten we uitzenden via die kanalen etc.

Heb je het gevoel dat bepaalde Social Media voorkeur hebben bij jullie klanten? Of dat deze de meeste oplossingen oplost?

Het moment dat je de twee woorden Social Media noemt, hebben de meeste mensen direct de associatie met de big 5 in Nederland: Twitter, LinkedIn, Facebook, Hyves en YouTube. Hyves is daarbij wel voor een specifieke doelgroep geschikt. Maar dit zijn wel de kanalen waar de mensen dan aan denken. Maar je beperkt je door te gaan denken in kanalen in plaats van denken in oplossingen want voor veel organizaties zou bijvoorbeeld Pintrest of Instagram ideale kanalen zijn om daar iets mee te doen. Alleen denk je daar niet aan als je denkt vanuit die big 5. Dan valt snel de keuze naar "we moeten een facebook pagina hebben" en waarom, omdat iedereen dat heeft. Soms zit je doelgroep wel op facebook alleen is de concurrentie zo moordend, je zou er dan zoveel

energie in moeten steken om daar een community op te bouwen dat het soms interessanter is om te kijken naar een kleiner netwerk.

Kunt u misschien een voorbeeld project noemen waar een Social Media oplossing is gebruikt?

Ja ik ben betrokken geweest bij "De Gelderlander". Dat is de uitgever in Gelderland, een soort gelderlandse dagblad genaamd de Gelderlander. Daar hebben wij een project opgestart genaamt de Buzz. De Buzz is een project, wat echt een bus is waarbij ze een oude camper hebben omgebouwd, waarin jonge journalisten dan heel gelderland doorrijden naar het nieuws toe. Ze halen het nieuws in plaats van het af te wachten. Dit nieuws delen ze dan via hun website (www.buzz.nl) en via Social Media en dat hebben wij voor hun op gezet. We hebben nagedacht over een strategie voor ze en daar zijn we heel actief mee bezig. En wat is er nou zo succesvol aan? Wij hebben er met name voor gezorgd dat de community op facebook exponentieel is gegroeit. Ze begonnen met 300 likes bijvoorbeeld, waarbij ze wouden groeien van 300 likes in mei naar 2500 likes aan het einde van het jaar. Dit is opzich geen grote groei maar als je kijkt naar wat voor likes er beoogt is, want het is vrij makkelijk om door ons likes te voorzien die we kopen in Tjechie bijvoorbeeld, maar wij willen kwalitatieve likes. Zodoende dat Buzz op hun pagina likes heeft waar ze iets aan hebben. Hij hebben dit gedaan door middel van een actie pagina op facebook waar mensen prijzen mee kunnen winnen; voor een park, navigatie systemen noem het maar op. Daar hebben wij een advertentie campagne omheen gedraaid. En advertenties op Facebook kun je segmenteren. Bij advertenties op facebook adverteer je op doelgroep. Dus van te voren ga je bedenken mijn doelgroep die woont in de provincie gelderland, is tussen de 25 en 50 jaar oud, is hoger opgeleid etc. En ook op die manier kun je jou advertenties segmenteren en focussen op je doelgroep. Met

andere worden mensen die op die advertensie klikken en de pagina liken is ook echt je doelgroep. Dit hebben we dus voor de Buzz gedaan en we zitten er al bijna op 2500 likes terwijl we nog twee maanden hebben; en die likes zijn van mensen die echt iets met gelderland en de buzz hebben. Wij zitten veel meer op de kwaliteit en niet op de kwaniteit want we willen ervoor zorgen dat er op deze manier ook interactie is. Want wat wil je liever dat je 10.000 likes hebt maar geen interactie of 2500 waar je ook echt iets aan hebt.

We kijken ook goed naar de kanalen die wij ter beschikking hebben. Dus op Twitter is het prima als je bijvoorbeeld artiekelen deelt met je klanten en opvolging te hebben op reacties. Op Facebook bedenken wij content om de content heen, dus op de leuke dingen inhaken, leuke visuals, leuke videotjes om mensen te betrekken voor het onderwerp. Maar meer het fun factor daarin. LinkedIn is veel meer zakelijk waarbij je de content kort en krachtig moet delen. Op die manier kijken we dus per kanaal wat moet er gedeeld worden, wat voor doelgroep zit er en hoe spreek je die mensen aan / hoe hou je ze actief betrokken bij het merk.

Dat is ook een van de vragen; hoe motiveer je de gebruiker om deel te nemen. Bijvoorbeeld door gebruik te maken van incentives.

Als wij advertenties gebruiken gaan wij op meerdere paarden wedden; we hebben drie advertenties ingezet die bijvoorbeeld zeggen "Wil jij kaartjes winnen voor A, B of C?" Dus drie verschillende advertenties en dan ga je kijken welke advertentie werkt het beste. En daarnaast hebben we drie advertenties neergezet die eigenlijk meer op de corebusiness zitten die zeggen bijvoorbeeld "Wil jij ook reporter worden?" en het blijkt dat die beter werken dan de incentives.Dus mensen zijn oprecht geinteresseerd in de content die jij brengt. Als je perse een Ipad wilt winnen kan je 10 pagina's per dag liken

maar mensen worden daar ook een beetje moe van en willen niet gekocht worden. Verder omdat we ook met onze advertenties zeker de doelgroep targeten; die zijn ook echt geintersseerd daarin. Want als iemand eindelijk de Ipad wint is die ook weer meteen weg en die wil je niet echt hebben. Het is ook wel een wisselwerking. Aan de ene kant moet je ze triggeren om op je pagina te komen en aan de andere kant moet je zorgen dat je ze te vreden houd, het nurture model. Wat we bij de Buzz doen is mensen er echt bij te proberen te betrekken. Ze komen op de pagina waarbij wij dan vragen "speelt er deze week iets bij jullie in de wijk?" je gaat ze echt betrekken bij het nieuws. Eigenlijk promoveer je iemand die liked op facebook tot journalist in Buzz geval. En stiekem vinden mensen het heel leuk om nieuws te brengen en vinden ze het leuk om hun naam terug te zien bij een artikel. Eigenlijk beetje hun ego strelen.

Wordt er bij jullie gebruik gemaakt van een model?

Ja, wij noemen het, het social strategy model. Mijn voorganger heeft dat ontwikkeld samen met een professor van de universiteit. En dat ontwikkeld ook door. Ik vind dat zoiets onderdeel moet zijn van je communicatie of marketing strategie en bij je kanaal keuze kom je er dan achter of je Social Media kunt/wilt gebruiken. We merken alleen dat het bedrijfsleven daar nog niet klaar voor is, die zien Social Media echt als iets aparts. Daarom schrijven wij vaak voor een klant een apart Social Media strategie, terwijl dat eigenlijk een compleet onderdeel moet zijn van marketing. Om zo'n social metdia strategie te schrijven hebben wij dus een social strategy model, en we zijn nu bezig om dat een te laten worden van het geheel. Je gaat dus terug naar de basis en je gaat samen met de klant opnieuw het communicatie en marketing strategie vormgeven, nieuw business model bedenken. De verschuiving ligt niet dat je zozeer gaat denken in Social Media maar dat je het business model gaat aanpassen dan de manier van communiceren,

wat ze social business noemen. Daar zijn we nu op in aan het spelen. Social Media is niet iets wat je ernaast gaat doen, Social Media vraagt een andere manier van werken, een andere manier van denken en elke afdeling moet daarmee om kunnen gaan. Social Media heeft best veel vrijheid en daar moet je rekening mee houden, telefoon is 1 op 1 met twitter kunnen het meteen duizen mensen het lezen. Als jou monteur zegt dat hij geen zin heeft om te werken heeft dat meteen impact. Als je met social business wilt werken moet het top down helemaal doorgevoert zijn.

Wij volgen ook een aantal stappen. Klanten komen bij ons niet met "wij willen een facebook pagina" maar komen met een probleem en wat wij aanbieden zijn Social Media paketten, paketten met een looptijd van zes maanden waarbij we een aantal stappen doorlopen. We beginnen altijd met een begin rapportage. We gaan online kijken wat er over een organizatie wordt gezegt, wat wordt er over een product gezegt, wat zeggen medewerkers over die organizatie, etc. Van daaruit gaan we kijken wat kunnen we verbeteren. Aan de hand van een aantal workshops/ aantal sessies gaan we echt het social business model schetsen. Hier bedoel ik dan brainstorm sessies, roadmaps uit zetten, in vervolg sessies vullen we het business model canvas in waarbij we met post-its eigenlijk het social business canvas invullen zodat we voor de klant kunnen bepalen waar de kansen liggen. Daar komen doelen uit en van daaruit gaan we kijken welke kanalen we gaan inzetten. Dat is de enige juiste manier om het goed aan te pakken want dan kun je ook vanuit het begin rapportage zien: dit is het doel, deze stappen moeten we ondernemen en aan het eind van die zes maanden komt er een eind rapportage uit welke je naast het begin rapportage kunt leggen en bepalen of je het doel hebt behaald. Waarbij je ook kunt praten over Return on investment.

Als je geen doel hebt bepaald, bijvoorbeeld na 3 maanden wil ik duizend likes, dan kun je ook niet zeggen of het geslaagd is of niet. Veel organizaties staren erop blind

dat als je na drie maanden geen extra sales hebt binnen gehaald, of geen mensen hebt binnen gehaald dan heeft het blijkbaar niet gewerkt. En dat is te kort zichtig. Na die zes maanden ga je naar ons gevoel echt iets pas zien. Wij garanderen dat je na die zes maanden met een standaard pakket dat je dan 3000 likes hebt op je facebook pagina.

Wat zijn de problemen waar jullie tegenaanlopen als je gebruik wilt maken van Social Media?

Een stukje draagvlak lopen we toch tegenaan. Draagvlak begint bij de directie en als de directie er niet achterstaat of niet mee gaat lopen waarom zouden andere mensen het dan wel moeten doen? Aan de andere kant zouden ze op de werkvloer ook moeten begrijpen waarom het gedaan moet worden. Er zit ook een stukje communicatie achter, waarom ga je het gebruiken. Je moet niet tegen je medewerkers zeggen "we hebben een facebook pagina dus like onze pagina" maar je moet de rede daarachter uitleggen. Wat is het probleem geweest en waarom zijn we eraan begonnen. Verder is een ander probleem dat niet de juiste mensen erop gezet worden. Bij heel veel organizaties zie je dat het door een stagiair wordt gedaan bijvoorbeeld. Opzich is dat prima want die stagiaires zijn vaak ermee opgegroeit en hebben er kennis van maar dat is kennis voor een half jaar die vervolgens weggaat. Als je kijkt naar social business moet het een onderdeel worden van je organizatie, er moet continuiteit inzitten en niet dat die gene dus na een half jaar vertrekt. Je moet kijken waar het beste zijn rol heeft, is het voor imago leg het dan neer bij corporate communicatie.

Speelt leeftijd dan ook een rol? Dat ze bij een jong bedrijf eerder geneigd zijn om Social Media toe te passen?

Dat verschilt heel erg je ziet bijvoorbeeld bij een advocaten bureau die hebben het gevoel dat als ze eraan beginnen, Social Media toepassen binnen hun communicatie beleid dat ze dan voorlopen op de rest en dus daarmee onderscheidend zijn. Leeftijd speelt dus niet echt een rol. Wat wel meespeeld is dat als je bijvoorbeeld een 19 jarige inzet voor het Social Media beheer bij een account bureau, dan is het moeilijk inleven in die doelgroep dan dat je iemand van bijvoorbeeld 25/ 30 neerzet. Die is heel anders, heeft veel meer levens ervaring, heeft een aantal dingen meegemaakt en kan dingen beter linken. Dus daar speelt het wel mee.

Hoe ziet u Social Media in 2020? Welke veranderingen ziet u voor ogen, welke veranderingen zouden er moeten plaatsvinden?

Ik denk dat we over twee jaar het woord Social Media niet meer noemen en dat we het dan weer gewoon hebben over media. Jaren geleden hadden we het over "massa media" en dat woord hoor je ook niet meer en Social Media is eigenlijk ook een vorm van massa media alleen dan wel getarget. Verder denk ik dat Social Media de standaard gaat worden. We hebben op het moment allemaal bij elkaar geraapt maar als je goed kijkt naar de kanalen zijn ze heel verschillend. Twitter is echt iets anders dan Facebook en LinkedIn. Maar is Social Media alleen beperkt tot online? Ik denk het namelijk niet, ik denk dat wat wij nu aan het doen zijn ook een vorm van Social Media is. Dus welke veranderingen zie ik voor ogen: Ik denk dat het de standaar gaat worden, mensen moeten zich er niet blind op staren, het wordt een onderdeel van manier van werken. Je ziet bedrijven al hun business model naar vormen. Met name in de creatieve sector zie je bedrijven die weinig mensen in dienst hebben, heel flexibel werken en werken met

partnerships. Reclamebureaus die freelancers aanschrijven dat zijn pure vormen van Social Media. Dat vraagt ook een andere manier van communiceren met elkaar, je gaat samenwerken, cocreatie. Collaboration platformen als Google+ etc gaat steeds meer daarvoor ingezet worden zodat je niet meer naar kantoor hoeft te gaan om samen te werken. Dat zie ik voor 2020.

Ik denk ook dat we in 2020 alleen content voorgeschoteld krijgen die relevant is voor ons. Ik denk dat we in 2020 allemaal hartstikke lui zijn, dat als ik op straat loop nergens meer reclame zie die niet specifiek op mij gericht is; dus reclames die bij mij passen als persoon. Alleen maakt dat mij lui want ik zal nooit meer iets zien dat niet past bij mij als persoon maar misschien wel een ander persoon zou maken. Dus ik zou niet meer hoeven na te denken of het bij mij zou passen want dat heeft iemand anders al voor me bedacht. Wat weer een keerzijde daarvan is.

Hoe ziet u Social Media voor open innovatie? Dat Social Media ingezet wordt voor cocreatie/ crowdsourcing doeleindes?

Het gebeurd al vollop. Lays-chips is daar een goed voorbeeld en voorloper in. Cocreatie heeft in die zin niet zoveel te maken met Social Media want met cocreatie creeer je een platvorm waarbij mensen kunnen nadenken over een probleem, of samen kunen werken als probleem. Social Media wordt meer gebruik voor verspreiding, meer bereik. Je geeft het platform een groter bereik door Social Media in te zetten. Dus kan Social Media gebruikt worden om de eind gebruiker dichter bij het process te betrekken? Ja het wordt volop gedaan. Hema heeft het gedaan voor een nieuw broodje te laten ontwikkelen, Lays heeft het gedaan voor nieuwe chips, McDonalds heeft het gedaan. DeLL doet het met Dell idea storm. Waarbij het speelt om hoe je het neerzet in de Social Media. #durf te vragen is ook een vorm van cocreatie. Het gaat om wat wil je bereiken en

waar wil je dat bereiken. Dus de mogelijkheden zijn er alleen worden de mogelijkheden beperkt door de creativiteit van degene. Eerst bepalen wat je wilt bereiken en dan bepalen welk kanaal je gaat inzetten.

Hoe motiveer je de eindgebruiker? We hebben het gehad over dat incentives niet perse werkt maar dat "ego strelen" effectiever kan zijn?

Ja, credits geven, waardering. Waarbij je heel dichtbij je doelgroep moet blijven. Bijvoorbeeld als je bloggers aanspreekt om een stuk te laten schrijven en je geeft hun de kans op het op jou site te laten publiceren, dat kan voor sommigen een incentive van niks zijn, maar voor anderen kan het erg interessant zijn. Dus goed kijken naar je doelgroep, wat spreekt hun aan, wat vinden ze leuk om te krijgen. Mensen willen persoonlijk geraakt worden, persoonlijk aangetrokken worden. De manier van communiceren met Social Media leent zich daar perfect voor.

Appendix G
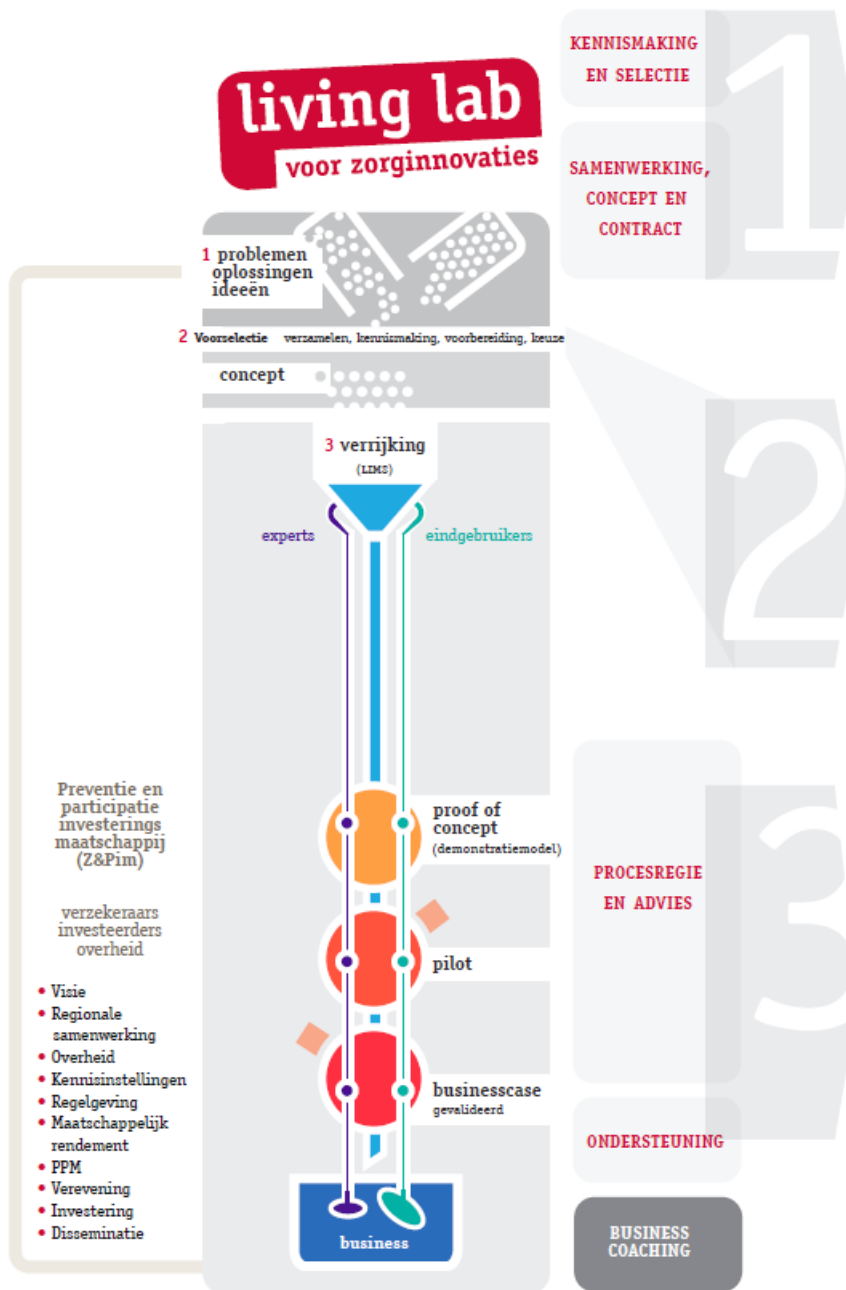
(Living Lab voor Zorginnovaties, 2013)

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