



UNIVERSITY OF GOTHENBURG

Dept. of Journalism, Media and Communication

Communicating in unfamiliar territories

A qualitative study of developing a sustainable
online communication strategy for UD Trucks
in Asia

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Master thesis

ABSTRACT

- Title:** Communicating in unfamiliar territories – *A qualitative study of developing a sustainable online communication strategy for UD Trucks in Asia*
- Author:** Andreas Rosén
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- Tutor:** Annika Bergström
- Number of pages:** 77 (*six appendixes*)
- Purpose:** The purpose of this study is to create a sustainable online communication strategy
- Methodology:** The methodology used in this thesis is qualitative and quantitative.
- Key words:** Integrated market communication (IMC), B2B communication in Asia, social network sites (SNS)
- Key findings:** In this thesis I have presented a suggestion how a Japanese truck brand should work online. My research indicates that there are some areas that need more attention than others. One of my key findings indicates that UD Trucks has working accordingly to a crisis communication theory from 1963. In order to change this I have suggested numerous steps that I believe are necessary to take and as a result, integrated market communication (IMC), should be utilized and acknowledged for all online marketing activities.

EXECUTIVE SUMMARY

In this thesis I have presented a suggestion how UD Trucks, a Japanese truck brand, should work online. I have structured the thesis on two methodologies, qualitative interviews, and quantitative secondary data. I based the interviews on a semi-structured interview guide with a theoretical framework as foundation. The reason for structuring the thesis into two different research questions was because they operated on different levels, both internal and external.

Moreover, in order to reach my stated research purpose;

“To create a sustainable online communication strategy”

I have not only focused on the promotional part. I have included theories regarding corporate identity and crisis communication, but also incorporated theories about integrated market communication (IMC), the development in Web 2.0 and finally research about social network sites. However, to reach the stated research purpose I have also included a statistical chapter in which I have investigated the online media landscape in Asia. This secondary data have helped me understanding which of the given theories that are the most suitable to utilize for UD Trucks. Nevertheless, the data has also served as adequate information that has essential for creating a sustainable online communication strategy.

Today, UD Trucks local markets operate and control the different websites. This includes the template, content and language. UD Trucks does not use or incorporate any type of social network site and the Internet addresses and domains are all differently. "UD" stands for "Ultimate Dependability" and the brand is built on a passion for manufacturing and engineering, adaptability, and its focus on customer satisfaction. The slogan is *“Road to Your Success”* and the brand core values are: Professional, Passionate & Dependable.

One of my key findings indicates that UD Trucks has working accordingly to a crisis communication theory from 1963. In order to change this I have suggested numerous steps that I believe are necessary to take and as a result, integrated market communication (IMC), should be utilized and acknowledged for all online marketing activities.

As a final conclusion, my research indicates that big corporation, such as the Volvo Group, has problems working with online media. This could imply that B2B business have problems in adapting to new media or that the trucking industry is focusing on other communication areas besides the Internet. However, even though the trucking industry is not the most Internet-driven does not mean that they can disregard how people actual communicates today. This could ultimately force companies to communicate in unfamiliar territories.

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1. INTRODUCTION

The conventional usage of the Internet, a one-way tool from the producer of a website to the consumer, has changed over time since blogs, social network- and video sharing -sites entered the online arena. The Internet and Asian societies and cultures have created new practices and communities of people sharing facets about their on- and off-line lives.

Furthermore, the Asian truck market online is very restricted about social network sites. Today, there are none of the Asian truck companies that use them actively. Most of the company's instead use search string optimization on search engines such as Google and Baidu. All sites are offered in English and at least one additional language option. There are some sites that are very professional, and there are some sites that are not.¹

Based on the reasoning above, the Volvo Group in Beijing, China, gave me my assignment since they were interested in optimizing their value and presence online and finding new ways to communicate.

1.1 Company background

This thesis focuses on one of Volvo Group various truck brands, namely UD Trucks, and its operational activates online. UD Trucks began its operations in October 1935 under the name Nihon Diesel Industries, Ltd., which was established for the purpose of manufacturing and selling diesel engines, vehicles and aircraft parts. In 2006 AB Volvo became the majority shareholder (100%) of the company and in 2011 the company was renamed in accordance with an agreement with Nissan Diesel. The name and abbreviation UD, stands for Ultimate Dependability and serves as the vision of the company. Its meaning serves as a guideline for all operational policies including all relationships among customers, shareholders, affiliated companies, employees, and local and internal communities.

Today, UD Trucks is a part of Volvo Group's Trucks Asia. Trucks Asia is a multi-brand retail organization with responsibility to develop Volvo Trucks, Renault Trucks, UD Trucks and Mack Truck businesses in Asia.

¹ A detail overview can be found in Appendix A.

1.2 Research purpose

Based on the reasoning above, the purpose of this study is “*to create a sustainable online communication strategy*”. Therefore, I have outlined two research questions (RQs), which by answering will help me gain the knowledge I will need in order to accomplish my purpose.

1.2.1 Research questions:

RQ1: How can UD Trucks increase and improve its online presence?

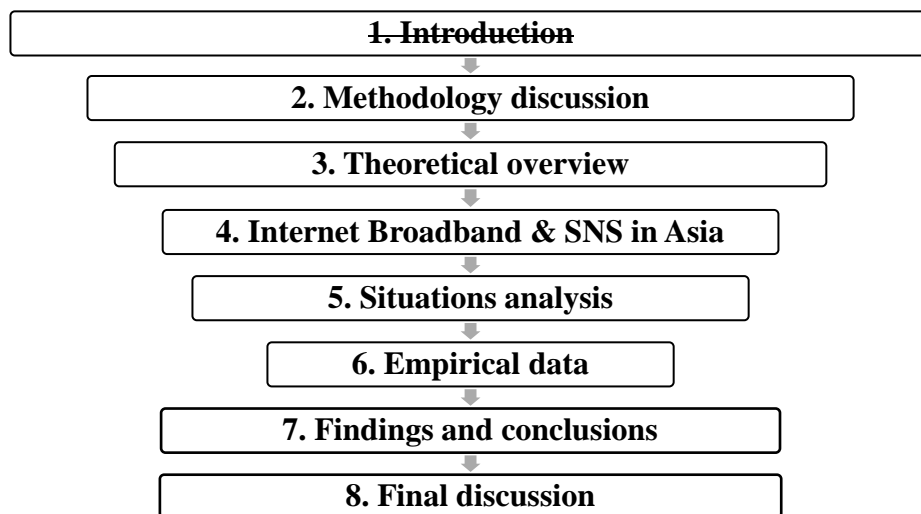
RQ2: How can UD Trucks develop their corporate website and work with social network sites?

The reason for structuring my thesis into two different research questions is because they operate on different levels, both internal and external. In order to create a sustainable online communication strategy I have to consider the meaning of the word *presence*. Nonetheless, there is a difference to increase a presence in a wanted or unwanted position. That is why I have not only focused on the promotional part. I have included *corporate identity* and *crisis communication*. The reason is because these two parts can help me gain valuable knowledge about the fundamental aspects of UD Trucks. It will also allow me develop a strategy that can be utilized on short- and long-term basis.

Furthermore, my second research question deals with the corporate website and social network sites. Here the focus lies on how UD Trucks can improve their corporate website. The second aspect, social network sites, is usually described as a collaboration of media such as blogs, social networks and discussion forums. Therefore, I am interested in finding which sites of these sites that can be useful for UD Trucks. This particular kind of scholar is not common and I hope to contribute to future research.

1.3 Outline of thesis

The thesis is divided into eight different parts; introduction, methodology discussion, theoretical overview, internet broadband and SNS in Asia, situation analysis, empirical data, findings and conclusions, and a final discussion. The first chapter is already presented and the following will be discussed in the next chapters. The figure below illustrates how I have outlined the thesis.



2.1 Outline of thesis

Source: Authors own construction

2. METHODOLOGY DISCUSSION

In this initial chapter I will provide a methodological reflection regarding my time table, interview guide, and transcription, analyze work, analyze technology, and finally provide a reflection on the empirical saturation and scientific quality.

2.1 Timetable

When I began to start my data collection I decided to construct a timetable. This table was used as a base for my research. It gave me a holistic approach towards my analytical process and helped me keep my deadlines and reflect on the theoretical saturation on an early stage of my research process (Aspers, 2007).

2.2 Semi structured interview-guide

Before I left for Beijing I chose to create an interview guide². The interview-guide was structured with a series of questions that would be treated and they were both fixed, and open ended. I structured the interview guide so it would be impossible to answer *Yes* or *No*. The open ended questions helped penetrate more deep into the subject and hopefully created a more comfortable and natural feeling for me as an interviewer. The basis of my interviews was to create a “good conversation”. I chose to interview four different person s with different job descriptions. This choice was based on the early telephone discussion with my supervisor at the Beijing office.

In some views of the fact I chose to do a *convenience sample*, however, I chose my interviewees carefully to ensure that they were decisions makers and familiar to work with online communication. The reason was also based on the notion that I had to limit myself to one office location since I did not have the time and resources to travel to all markets my work could affect. I found the limitations in time and scope too hard to neglect which could have hurt my reliability. However, I would never choose the interviewee persons if they did not have the expertise I searched for. The actual interviews were held individually and it was only me and the interviewee present at the time. They were scheduled on their inquiry to actually book any interview. However, it is important to stress the fact that all interviewees were strategic decisions makers in their respective work field and I felt as we were speaking the same

² Interview guide can be found in Appendix B

“language”. I did not feel any hierarchal indications during the interviews and this helped me create a horizontal balance of powers. I chose to send out the interview guide beforehand in which I explain the purpose of the study and if the interviewees had any ideas or views about the guide, they could notify me. I chose to do this based of four different reasons:

1. *My respondents were curious about my questions*
2. *My respondents could be a part of developing the interview guide*
3. *I wanted my respondents to start thinking about my research field*
4. *I would discover if my respondents was not the right persons to interview at an early stage.*

(Marshall & Rossman, 2006).

Before the interview sessions started I asked if it was okay to come back with additional question and all respondents gave consensus. The reason for asking was because the responses might not be sufficient enough. The interviews took place in the respondent’s workplaces and I believe that this helped them feel comfortable and safe so the environment would not affect their answers. However, I chose to record the interviews for eliminating the risk of missing any important information. I asked if it was alright to record and all respondents gave consent. Since I chose to record I could instead chose to focus on the body language which would otherwise be too hard to remember. This gave me a more relaxed body language where I could focus on the respondents and not my notes. Before I left Sweden I was informed that some of my interviews could be with Chinese employees so I considered using a translator. However, when I arrived at the office I quickly discovered that this was not going to be necessary since all of the managers spoke fluent English. As mentioned earlier, the semi structured interview guide was carried out point by point whereas time for spontaneity was given (Kvale, 1997). If my semi structured interviews were the best suitable data collection is hard to say. Another approach would be to use focus groups. This would possible helped me gain a more nuanced view of the subject. It is also important underscore that the persons I choose to interview had very pressured schedules and to be able to book focus groups would almost be impossible. This

approach could also lead to reduced discussions as a result of their different work positions and experiences (Aspers, 2007).

2.3 Transcription

When the interviews were done I chose to transcribe all of the material as quickly as possible. I chose to do this because I had a fresh picture of the information I extracted in the interview but also to keep my time table intact. I chose to transcribe all material, interviews and the body language notes. This gave me a solid material in which everything was collected. First I thought of giving my transcriptions to a third party but I quickly discovered that this was not possible since there were no external persons who wanted to transcribe four 45 minute long interviews. However, I have tried to be as objective as possible when I transcribed all the material. Whether the level of objectivity is high is hard to say but I have been aware about it. When all the material was finalized I chose to encode it by using colored pencils. I chose this method because I am used to do it and it helped to create an overall picture. This method has proven to work well for me and I believe that it is important to stick to methods that have been tried in the past. As I promised confidentiality to my respondents I chose to exclude their work position and the interviewer's name in the transcriptions. This is further explained in the empirical data chapter (Marshall & Rossman, 2006).

2.4 Secondary data

As a complement to my interviews I used secondary data. This data primarily came from three independent sources, cia.gov, which is the American Central Intelligence Agency, Alexa.com and comScore which are two independent market research companies that offers worldwide Internet statistics. The purpose of the secondary data had two implications, first, to back up the theories treated in theoretical overview, and to easier help me answer my research questions and provide a more comprehensible findings and conclusions. It also helped me gain knowledge about Internet usage which vital when understanding a target group.

However, I had limited knowledge about the Asian Internet markets and this fact has been constraining during the entire research process. All of the data has been from Western sources and if this has made the data inapplicable or not is hard to say.

Nevertheless, this step of the research process helped me gain valuable knowledge alongside the possibility to provide applicable recommendations.

2.5 Analyze work

When I first began my analysis I thought it was important to go back to my research questions:

RQ1: How can UD Trucks increase and improve its online presence?

RQ2: How can UD Trucks develop their corporate website and work with social network sites?

The starting point of the analysis was to work with given theories that support an explanation or not. I chose to think of answers which were explanatory and encode in which I picked out parts demonstrating similar patterns from the four interviews. My coding was theoretically linked and lied as a foundation for the analysis. Therefore, the coding was based on previous knowledge in were I tried to fill the theoretical boxes with new knowledge. I found it important to base my coding on a structure that would separate the material into different dimensions. These dimensions would give me a possibility to start adding own reflections. Moreover, the coding itself was based with a structure from what Aspers (2007) mentioned as a degree of variation. I thought it was important to base the structure in a way so it would not contradict other material and still had a high degree of relevance for the study. This process was very time consuming as it was difficult to balance the importance of each code. Although when the breakdown was finished I wanted to create a better overall picture. I therefore chose to make an analyze matrix. This matrix was broken down by yes/no questions that would illustrate any similarities/differences between the different interviews. However, since I promised anonymity I could not include this summarization in the thesis because it would display their identities. I am aware that this could affect my research being recreated and thereby hurting my external reliability (Kvale, 1997).

2.6 Empirical saturation

I believe empirical saturation is the conclusion from several different materials. Since I chose to encode my work into an analyze matrix I tried to show if I had reached a saturation or not. However, I asked myself - If I would increase the number of

interviews – Would the result become different? Since the answer was No, I had hopefully reached saturation. However, if the answer would have been Yes, I had to re-schedule additional interviews in order to precede my research. As mentioned earlier, before the interviews I asked the respondents if I could come back with additional questions. For that reason I limited myself ending up in a situation where my research saturation would suffer from bad planning (Yin, 2007).

Within qualitative studies there is a theory named Grounded Theory, this theory explains that adding material does not change the overall picture of the research. Although a total empirical saturation can be hard to detect when it only can be found when all parts are used in the analyze stage. This means that the saturation does not have to be verified by its theories. This is normally detected in other types of studies such as participant observations (Aspers, 2007).

2.7 Scientific quality

To determine if you have reached scientific quality is a thin line. Sometimes it can be difficult to know if you have achieved the goals you set up beforehand and if the study has been sufficiently objective during the process. However, because I have been stationed in Beijing during the entire research process I have not had anyone to bounce ideas with. This has been hard because I have had difficulties finding persons that spoke the academic language and without any bias. However, I have had a very close contact with my supervisor and this has helped me a lot. Mrs. Bergström has therefore become a part of my research process and guided me in the right directions which have made the research process become more a collective result. This has been of high importance since it has strengthened my validity. If this was not the case, my research would have become different (Kvale, 1997). Nevertheless, it is important to stress the fact that is extremely important to be clear and careful in all methodological steps, not only because I have been an alone researcher but because I think this holds the key for good scientific quality.

3. THEORETICAL OVERVIEW

In this chapter I will provide research on Corporate Identity, New Communication Paradigm, and explain what to consider before using Web 2.0 Social Media Planning in a promotional strategy and finally provide scholar regarding Social Network Sites and its implications.

3.1 Introduction

The distinction in selecting suitable theories is created with my research purpose in mind: *“To create a sustainable online communication strategy”*. In doing so, I tried to map out theories I find relevant for answering my research questions. The reasons for selecting some of the theories have been in collaboration what I believe are necessary to include, but also to include theories when discovering a missing link. I have chosen to include brand and corporate identity, for the reason that they are the core element for business. Crisis communication and balanced scorecard since my purpose is to create a strategy internal and external. B2B integrated market communication because it touches on elements necessary to include in the strategic development. I included the new communication paradigm for understanding the change in online-communication and how Web 1.0 to 2.0, can affects UD Trucks future online presence, and finally theories regarding how the development and implications in social network sites can be utilized in the marketing portfolio.

3.2 Brand & corporate identity

There have been several attempts in defining the word brand. I believe David Aaker (1991), Emeritus Professor of Marketing at the Haas School of Business sheds light on what a brand actually is and what it is stands for. This statement might be self-explanatory but nonetheless important to acknowledge when trying to succeed in marketing activities. Aaker (1991) defines brand as follows:

“A brand is a distinguishing name and/or symbol (such as a logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors. A brand thus signals to the customer the source of the product, and protects both the customer and the producer from competitors who would attempt to provide products that appear to be identical”.

Furthermore, Aakers’s research from 1991 can be seen as a research foundation for corporate identity. Fredriksson (2008) describes corporate identity as a relationship between a company and its stakeholders from three perspectives:

- *Identity*
- *Profile*
- *Image*

He believes that *identity* is characterized from norms, values and expectancies, which distinguishes a company from others and makes them independent. Corporate identities become a social construction crafted from the interaction from interpersonal communication from the employees, management, board and its stakeholders and can be comparable to a corporate culture. This is then served as guidelines from the employees, both conscious and unconscious. The second component, *profile*, aims at the strategic communication, which is manifested through values, understanding and interpretations of external environment and answers the question what the company is, and how they see their future. A company can use this as a sort of exclusivity and try to follow the social construction they are fabricating. The last component, *image*, is how the stakeholders perceive and value the company's products, services and representatives. Therefore, different stakeholders can value a company differently from another. Fredriksson (2008) further stresses the importance of integrating the corporate strategic communication in all concepts and not separate what the company is doing, from what they actually claim to do (Ibid). This particular kind of scholar underscores the importance of understanding all aspect business and not only the promotional parts. Balmer (2001) also separates the concept of corporate identity and explains the parts individually. He believes that corporate identity should answer the question; '*what are we?*' This further explains how the business/ structure/ strategy/ ethos/ market/ performance/ history and reputation/ relationships to other identities are. There are differences between the corporate identity, and the organizational identity. Organizational identify instead answer the question, '*who are we?*' which is a combining number of components including the mix of subcultures and employees relationships to myriad organizational identities. This refers to what the employees actually think about the organization. The third part is what the visual identity a company has. This answers the question, '*what are the organization's symbols and system of identification?*' and serves and guides the communication. Therefore, the corporate communication answers, '*is there integrated communication?*' and aim towards the managerial positions of the company. The total sum of corporate

communication focus on the re-vertical and horizontal- part of the communication, the vertical communication is between corporate actions and performance, and horizontal focuses on the congruency over time. He further describes *corporate image* as the company's perception and/or profiles in relation to the immediate mental perception of the organization and *corporate reputation* as which attributes that give the organization inferences in reality, also known as the promise/performance gap (Ibid).

3.3 Crisis communication & balanced scorecard

If the corporate identity somehow changes research on crisis communication becomes useful. One important part in developing marketing activities lays in gaining knowledge about the risk of ending up in unwanted situations. Nowadays companies tend to think solely on the promotional strategy and not focusing on the negative sides such as interruptions or interference. There are numerous companies that have being portrayed in unhappily and unknowingly fashions, which can be potentially harmful and devastating for them. The Mentos – Diet Coca-Cola YouTube video are just one of many occurrences (YouTube.com). Hermann (1963) describes crisis as “(1) *threatens high-priority values of the organization*, (2) *presents a restricted amount of time in which a response can be made*, and (3) *is unexpected or unanticipated by the organization*”. His description is more basic and could be applied to almost every enterprise. Faern-Banks (1996) instead acknowledge that crisis undergo five different stages: “(1) *Detections*, (2) *Prevention/Preparation*, (3) *Containment*, (4) *Recovery*, (5) *Learning*”. Faern-Banks approach to the subject could be seen as the crisis comes unexpected, such as a natural disaster. However, in order to control the nature of a crisis several strategic systems can be useful. In the article: *Using the Balanced Scorecard as a Strategic Management System*, the authors, Robert S. Kaplan and David P. Norton introduce a concept they call *a balanced scorecard*. They state that this scorecard helps managers understand *four* processes of communication better. The first process, *translating the vision*, helps managers build consensus around the vision and the mission of a company. Instead of being focused short-termed, managers can instead gain a holistic approach and see changes more long-term. The second notion, *communicating and linking*, allows managers to communicate more vertically and link the information between departments and individuals objectively. The authors claim that the incentives are mostly short-term financial goals and that the scorecard helps managers develop a strategy that is both departmental and

individual. The third process, *business planning*, enables companies to integrate business and financial plans. Meaning, most managers find it difficult to integrate initiatives to achieve strategic goals and that the help of a strategic scorecard can allocate resources and set priorities more accurately. The last process, *feedback and learning*, aims at the capacity for strategic learning. Most managers strive for meeting the budget and financial goals. The balanced scorecard can ease and monitor all perspectives: “*customers, internal business processes, and learning and growth – evaluate a strategy in the light of recent performance*”. This statement underscores the importance of having a strategy that enables the communication in the entire value chain, everything from financial instruments to creating a corporate website (Ibid). However, most of the traditional B2B corporate website is often used as a gateway from a company to its prospects, customers and other stakeholders.

3.4 B2B & integrated marketing communication

However, in order to create a strategy that is not only sustainable several other components must be considered. Berthon, Ewing, Pitt & Naude (2003) elaborates that B2B interactions can be mapped onto two pertinent dimensions, ‘*economic coordination*’ and ‘*mode of interaction*’. They describe the first dimension as a transaction cost between concerns for problems on how to coordinate or control economic activity. This can be coordinated direct when a party in a collective assumes command and control of the interactions within a collective. The second dimension describes the transaction on the nature or mode of the interaction. This interaction is mostly driven by the temporal commitment of the two parties and how the norms or shared expectations are portrayed (Ibid). Furthermore, B2B interactions are closely linked to strategic communication and Mangold & Faulds (2009) shed light on the “*The New Communication Paradigm*”. They believe that social media’s has acknowledged successful integrated marketing communication (IMC) and enhanced an organization’s mission statement and performance goals. However, if Mangold & Faulds (2009) theory should be treated as a paradigm is very debatable. I question their naming of the theory since it implies that companies nowadays have more channels to communicate to. Furthermore, social media enables customers to talk to one another, Word-of-Mouth (WOM), but the impact lies in the scope of the communication. For that reason when consumers are given a possibility to share their experiences, hundreds or even thousands of people can listen from just a few

keystrokes away. If companies utilize this knowledge their messages have the possibility to reach much further than they normally would have done but there are key elements to consider when including this in the promotional toolbox.

- *Use both traditional and Internet based promotional tools to engage customers*

Consumers, both B2B and B2C are more likely to communicate through both WOM and social media. To support this notion and offer online customers program or voting games allows interaction and creates stimuli. By enabling consumers to see others using a product can make them communicate about it.

- *Provide information*

If there is not sufficient information about the products, the end-user will never communicate its benefits. For instance, by sharing product information a company can enhance the communication and start discussions.

- *Be outrageous*

The more outrageous the information is the more likely people are to talk about it.

- *Provide exclusivity*

Everybody likes to feel special. This feeling can be produced by offering different models to different countries or give out offers for specific achievements.

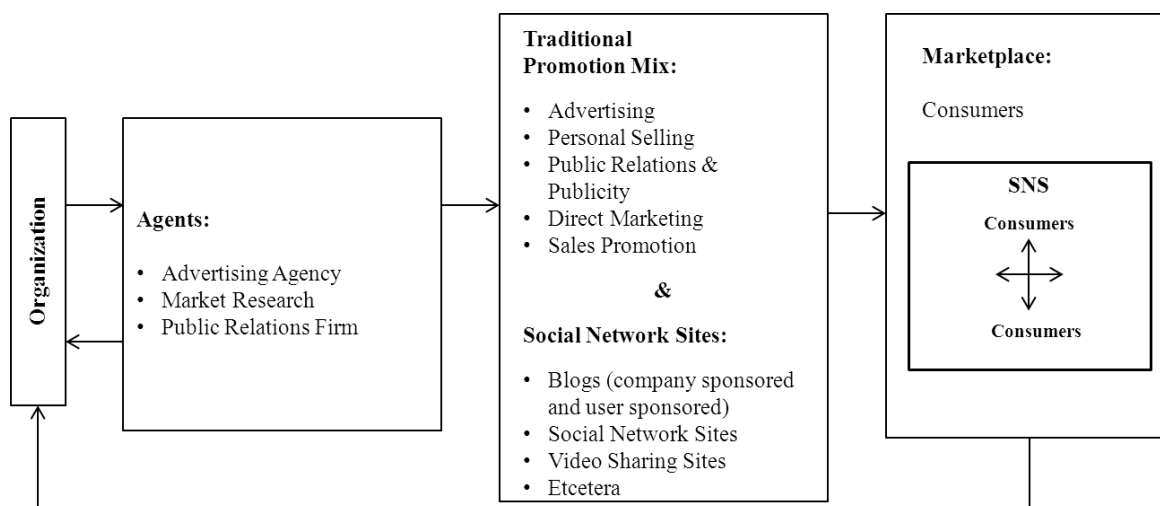
- *Design products with talking points and consumers' desired self-images in mind*

If a customer understands why they should buy a specific product it is more likely that this is communicated through a consumer generated media.

- *Utilize the power of stories*

If consumers are given the right tools stories can be memorable as long as they are repeated (Ibid).

The picture below illustrated how the “New Communications Paradigm” looks like:



4.1 New Communication Channels

Source: Adapted from Mangold & Faulds (2009)

However, in order to implement and utilize the paradigm it is important to understand to fundamentals of ordinary social networks. Several scholars have tried to define the meaning, *a social network*³. Their definitions often include a set of people, organizations or other social entities that are connected through meaningful relationships such as friendship, co-working or information exchange. This relationship can be described as interactions to better outcomes by sharing expertise, resources and information. Social networks can differentiate themselves in terms of size and heterogeneity. Smaller and more heterogeneous networks are better when conserving existing resources, and larger networks are more often complex in its characteristics and structure. The traditional form of networks is often characterized by friendship, neighbors and from people that we come across in face-to-face communities. The control of these networks is often operated locally and the interaction is often between people who psychically live in the same neighborhood. As technology advanced, social networks grow from the traditional personal interactions, towards an infrastructure that connected people through online social networks that were mediated by computer networks and without any physical boundaries globalization enhanced and resulted in supplementing knowledge worldwide (Lea, Yu, & Maguluru, 2006).

³ Not to be mixed up with “Social Network Sites”

3.5 Web 1.0 to Web 2.0

Moreover, the next step in social networks came about social networks started to appear online and Thackery, Neiger, Hanson & McKenzie (2008) elaborates on Mangold & Faulds (2009) figure. They believe that the term Web 1.0 only allows one-way communication through static webpages and in contrast, the new communication paradigm illuminates the Web 2.0 development since it has helped web designers create tools for collective conversations that generates content online. The Web 2.0 social media offers technology to provide and share information among each other and the researcher list three benefits by using the web as a promotion tool.

- *To increase product awareness*
- *To persuade people to purchase the product*
- *To remind that the product exists*

By using Web 2.0 in the promotional toolbox comes with several potentials. First, the Web 2.0 allows marketers to engage and interact with their recipients. Instead of becoming passive recipients, customers can now become an active part of the promotion strategy. This step can encourage customers to be a part of a creative process and help producers developing more suitable products. Customer-developed products are therefore more likely to be more cost effective and the collection of primary data help companies to segment their customers more precise. Secondly, Web 2.0 facilitates Word-Of-Mouth, since the design helps users to pass along the marketing messages. This fundamental component encourage customers to share feedback, provide comments, rate products, provide reviews, and download items to share with friends. By interacting with customers, companies can enhance the communication and gather similar customers on one platform. Nevertheless, before utilizing Web 2.0 into the promotional mix, marketers have to be able to answer several strategic questions including,

Priority population preferences	<ul style="list-style-type: none"> • Can the needs of the priority population best be met by using Web 2.0 social media? • What are the media habits or behaviors of those in the priority population? Can the priority population be segmented by their Web 2.0 social media behavior (e.g. bloggers, podcast users)? • For whom is Web 2.0 social media best suited? Are those individuals a part of your priority population? • Do those in the priority population have access to the Web 2.0 social media? Do those in the priority population feel comfortable using the Web 2.0 social media? Do they have the knowledge and skills to use it? • Are there social costs (e.g., lack of social support) for using or not using the social media? • Is the social media accepted in the environment of the customers?
Resources	<ul style="list-style-type: none"> • What are the costs associated with the media versus the benefits? • Can providers afford the financial costs (e.g., expertise to create, ability to distribute) associated with Web 2.0 social media? • How difficult will it be to implement?
Goals and objectives	<ul style="list-style-type: none"> • Does it enhance the intervention strategy or is it just the thing to do or make the strategy more difficult to implement? • Is it the right time to introduce Web 2.0 social media to the priority population? • Do the Web 2.0 social media help to meet the needs of the priority population? • Can the Web 2.0 social media help to reduce the costs/barriers for the customers? • Is it possible to evaluate the effect of the Web 2.0 social media?

4.2 Strategic questions to consider before using Web 2.0 Social Media in a Promotional Strategy

Source: Adapted from Thackery *et.al* (2008)

3.6 Development of Social network sites

One of the most significant steps toward a more user-oriented web started when *social network sites*, (SNS,) such as CyWorld, Friendster and MySpace entered the web in the beginning of the 21st Century. This sites main aim was to bring people more closely together through chatting and by enabling them to share information between one another. Today, there are over 200 SNS catering to different languages and countries all over the world (Mahajan, 2009). This development broadened media studies as well as communication studies (Svensson, 2007)

Since there have been several attempts in defining the meaning of SNS, Danah M. Boyd and Nicole B. Ellison (2007) summarized several scholars' statements and developed their own definition:

“(1) Construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system”

Nonetheless, there is a difference in *network* and *networking*. I have chosen to follow Boyd & Ellison (2007) definition since *networking* implies an actual form of

interactions between strangers which is not the primary goal for most of these sites (Ibid). Today, their definition is recognized by scholars and is commonly used.

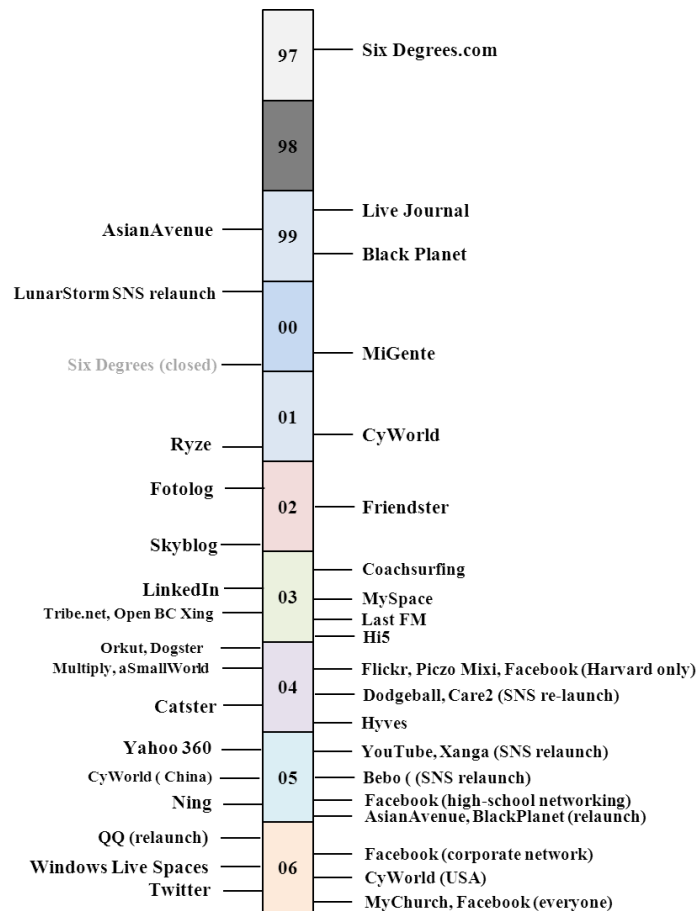
Furthermore, the possibility to meet strangers and to enable users to articulate and make visible on their social networks can result in connections between individuals that would not otherwise been made. However, since this is not often the primary goal the communication is more often between people who are already a part of their extended social network. The first step in joining a SNS is to fill out a form, containing series of questions. These questions then generates a profile and the most common descriptors are age, location, interest and a small fact box “About me” and most sites encourage their users to upload a picture of themselves. The visibility of one’s profile is determined by the user and the actual site. Search engines display profiles on sites such as Friendster and Tribe.net which make them visibly to everyone while LinkedIn controls what the viewer can see based if he or she has a paid account or not. MySpace allow their users to choose if they want to display their profile to everyone, or friends only. Facebook only allow user to see their profile if they belong to the same network. By default, a user that does not want to be seen by other can choose to do so. Those structural variations differentiate themselves from all SNS’s (Boyd & Ellison, 2007). In some views of the fact media such as SNS are so called participatory media which means that one side engages in uploading videos, writing blogs, posting web links, the opposite side uses and transforms the information (Limonard, 2002).

A social network site would not be social if it was impossible to add friends to it. Most sites label relationships differently and the most common ones include terms such as, “Friends”, “Contacts” and “Fans”, and most of them require a bi-directional confirmation from the end-user, some does not. However, by using the term “Friend” can be misleading because it does not mean that the friendship is on an everyday vernacular sense. While the standard definition of a SNS embodies the notion that people share a social relation with another person, the reality are most commonly different. In reality most people interact with a very few of those who are listed as friends in their network. More recent studies indicate that Facebook users only poke and message a limited number of users but still have a large number of friends. Therefore, the nature of these networks are made out of the pattern of interactions that

people share with their friends or acquaintances, and not the constructed list of all contacts one have declared as friends (Boyd & Ellison, 2007).

Most research on SNS is carried out on university environments. Ellison, Steinfeld & Lamp (2007) developed this notion further and pointed out that there is a strong connection between Facebook usage and High School. They state that SNS maintains the relations of people from one offline community to another and facilitates relationships and helps students in terms of jobs, internships and other opportunities after their time in school. Therefore, SNS do not remove people from the outside world and move them away from each other. It instead helps individuals interact and develop their relationships online (Ibid). In the book *Social online networking on campus – understanding what matters in student culture* from 2009, american collegestudents were asked how they were using SNS to maintain and nurish relations, off- and on-campus. This study examined SNS as areas for communication and more specifically Facebook. The reseachers, claims that people born after 1977 belong to a unique generation, also known as, “The Net Generation”. This generation has been brought up in a technical, mediated culture and they use the Internet as forms to articulate and represent themselves and their identities (Lynk-Wartman, Martinez, & Ana, 2009). The Net Generation becomes important because they have been brought up before the birth of SNS which contributes to a different approach towards Internet and new technology. For instance, information posted on SNS have helped crime investigations and served as evidence in trials. Scotland Yard has revealed that they have tracked down about 400 criminals from investigation carried out on Facebook (Ibid). Most recently a woman in Great Britain was prosecuted for severe insurance fraud since she posted wedding picture of herself whilst she was claiming to be single in government papers (Bjurfors, 2011).

The figure below illustrates when each SNS were launched from 1997 to 2006.



4.3 Launch dates of Major SNS

Source: Adapted from Boyd & Ellison (2007)

Since the usage of social network sites has increased. Researchers have begun to observe their usefulness on various areas. SNS can for example be used by organization to stay connected with each other. Mahajan (2009) lists four types of usefulness for businesses, including:

- *Brand awareness*
- *Online reputation management tool*
- *Learning about new technologies and competitors*
- *Intercept potential prospects*

There is a big difference in using different kinds of SNS because they fulfill different needs. Therefore, Mahajan (2009) theory about usefulness for B2B can only be

utilized if the correct SNS is used. Today, there are several SNS that are used for different purposes. The most common distinction between them is⁴:

- *Publish* - *Blogs, Wikipedia*
- *Share* - *YouTube, Flickr*
- *Discuss* - *Gravity, Disqus*
- *Commerce* - *Groupon, LookNBe*
- *Location* - *Gowalla, Foursquare*
- *Network* - *Facebook, LinkedIn*
- *Games* - *Zynga, Habbo*

For instance, a company will not gain more attention and sell more products just because they have a Facebook page or Twitter account. Traditional marketing cannot be neglected and its purpose should instead shift its main message and backup SNS campaigns (Freshnetworks, 2011).

3.7 Summary – Theoretical overview

Corporate identity is based on three main pillars, *identity*, *profile* and *image*, and can be characterized from norms, values and expectancies, which distinguish a company from others and makes them independent. Corporate identities become a social construction crafted from the interaction from interpersonal communication from the employees, management, board and its stakeholders and can be comparable to a corporate culture. Fredriksson (2008) research on corporate identity stresses the importance of integrating the corporate strategic communication in all concepts and not separate what the company is doing, from what they actually claim to do. Hermann (1963) describes crisis as

“(1) threatens high-priority values of the organization, (2) presents a restricted amount of time in which a response can be made, and (3) is unexpected or unanticipated by the organization”.

Nevertheless, in order to control the nature of the crisis several strategic systems might be helpful. In the article: *Using the Balanced Scorecard as a Strategic Management System*, the authors, Robert S. Kaplan and David P. Norton introduce a

⁴ A more detailed picture of how the social media landscape 2011 looks like can be found in Appendix C.

concept they call *a balanced scorecard*. Mangold & Faulds (2009) elaborates on the notion with “*The New Communication Paradigm*”. They believe that social media’s has acknowledged successful integrated marketing communication (IMC) and enhanced an organization’s mission statement and performance goals. This statement is further developed by the introduction of Web 2.0. This development offered technology that provided tools for sharing information among each other researcher list three benefits by using the web as a promotion too

“(1) to increase product awareness, (2) to persuade people to purchase the product, (2) to remind that the product exists” (Ibid).

Moreover, while the standard definition of a SNS embodies the notion that people share a social relation with another person, the reality are most commonly different. In reality most people interact with a very few of those who are listed as friends in their network. More recent studies indicate that Facebook users only poke and message a limited number of users but still have a large number of friends. Therefore, the nature of these networks are made out of the pattern of interactions that people share with their friends or acquaintances, and not the constructed list of all contacts one have declared as friends (Boyd & Ellison, 2007). Mahajan (2009) lists five types of usefulness for businesses, including: *Brand awareness, online reputation management tool, learning about new technologies and competitors & intercept potential prospects* (Ibid). However, companies will not sell more products or gain more attention just because they start to use SNS. Traditional marketing is an important factor and its main purpose could be to back up SNS campaigns (Freshnetworks, 2011).

4. INTERNET, BROADBAND & SNS IN ASIA

In the precious chapter I presented scholar on strategic communication, corporate identity, social network sites and crisis communication. In this chapter I will present statistics over the Internet, SNS and broadband use in Asia. It will later provide information about the most commonly SNS's in Asia.

Before starting the development of the strategy it is essential to understand the Internet use in the various markets in Asia. The Internet use differentiates itself completely from country to country and developing a strategy without knowing the potential recipients is inadequate. The secondary data provides an overview of which sites that are mostly used in the Asian region and help me to understand how UD Trucks can utilize them.

4.1 Great Firewall of China

The term: “*The Great Firewall of China*” is to some degree misinterpreted. China does not use a single web filtering mechanism. They instead use a complex system based on laws, technology, and human oversight that effectively controls the population. In the beginning of 1990, not many thought this was possible but twenty years later the reality is strikingly different. Today, all Internet content has to be granted a license, (commercial), or registered with authorities (private). If this person provides news, publishing bulletin board or other services, the local site operator must record the IP address and domain name information of all content that is being provided (Stevensen, 2007). Furthermore, sites such as YouTube, Facebook and Twitter have been blocked due to deadly riots in the western province Xinjiang in 2009 (Washington Post, 2009). Nonetheless, the firewall is not so effective and it is common that people uses VPN (Virtual Private Network). A service that allows users connect to Local Area Networks (LAN) abroad and gain same Internet access as the VPN provider.

4.2 Broadband use in Asia – 2009

The broadband subscriptions are closely linked to the Internet usage, since it is impossible to surf the web without Internet. The subscriptions seem to have grown exponentially over the years and the future indicates similar tendencies. In late 2004,

Asia⁵ stood for 100 million broadband and by the mid-2009, the number was just over 170 million. However, this rapid growth happened when replacing older equipment such as cable modems and helped triggered the telecom industry in searching for alternative platforms such as wireless broadband technologies (Paul Budde, 2010).

Country	Broadband Subscribers (Millions)	Population Penetration	Household penetration
China	103	8%	25%
Hong Kong	2.4	34%	81%
India	7.6	0.6%	3%
Indonesia	1.2	0.5%	2%
Japan	32	25%	58%

5.1 Broadband use in Asia 2009

Source: Adapted from Paul Budde (2010)

4.3 Use of the Internet and SNS in Asia

According to comScore, the total number of Internet- and social network- use is almost over 50 % if Internet users in each Asian country. Indonesia and the Philippines are the two countries whereas the SNS use has the highest percentage. There is not a strong correlation when comparing broadband subscribers and Internet users. The percentage of SNS users is very high which indicates that the browsing is mainly done at Internet caf  s, mobile phones or workplaces.

⁵ When I am referring to the term Asia, I sometime include Southeast Asia. Therefore, I include some statistics that is not included in the findings and conclusion chapter.

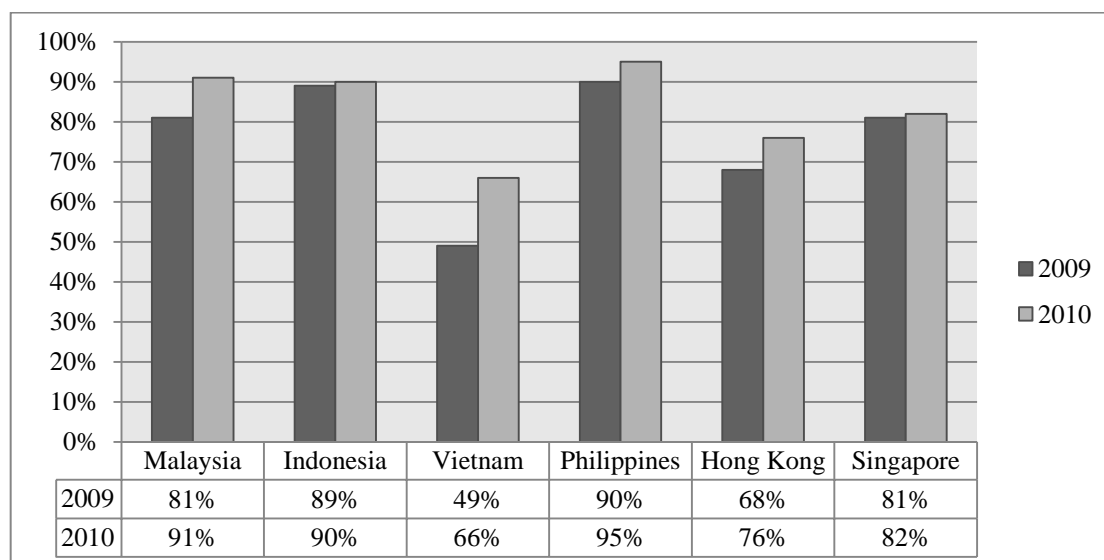
Country	Social Network Users (Millions)	Total % SNS users	Total Internet Users (Millions)	Total Population (Millions)	Total % Internet users
Singapore	2.1	77%	2.7	4.7	56 %
Hong Kong	2.5	64%	3.9	7.1	55 %
Vietnam	2.9	52%	5.6	90.5	6 %
Philippines	3.9	87%	4.6	101.8	4 %
Indonesia	5.9	84%	6.0	245.6	2 %
Malaysia	6.3	67%	9.4	28.7	32 %
Taiwan	7.6	63%	11.9	23.1	51 %
South Korea	16.4	57%	28.9	48.7	59 %
India	22.3	63%	35.5	118.2	29 %
Japan	24.3	36%	67.5	126.5	53 %
China	105.4	49%	215.5	1,360.0	15.6%

5.2: Use of the Internet and SNS in Asia

Source: Adapted from comScore (2011)

There are 58% broadband subscribers in Japan but only 36% SNS users; however, in Indonesia the number is different. Their household percentage is only 1.2 but the use of social network sites is a notable 84%.

There is not a strong linkage between broadband- and SNS-users in China. It seems as using the Internet at home has no significant importance. It instead implies that household users have little or no need to interact with friends online when they are at home or that the broadband services are not developed sufficiently or that the prices are too high to get a subscription.



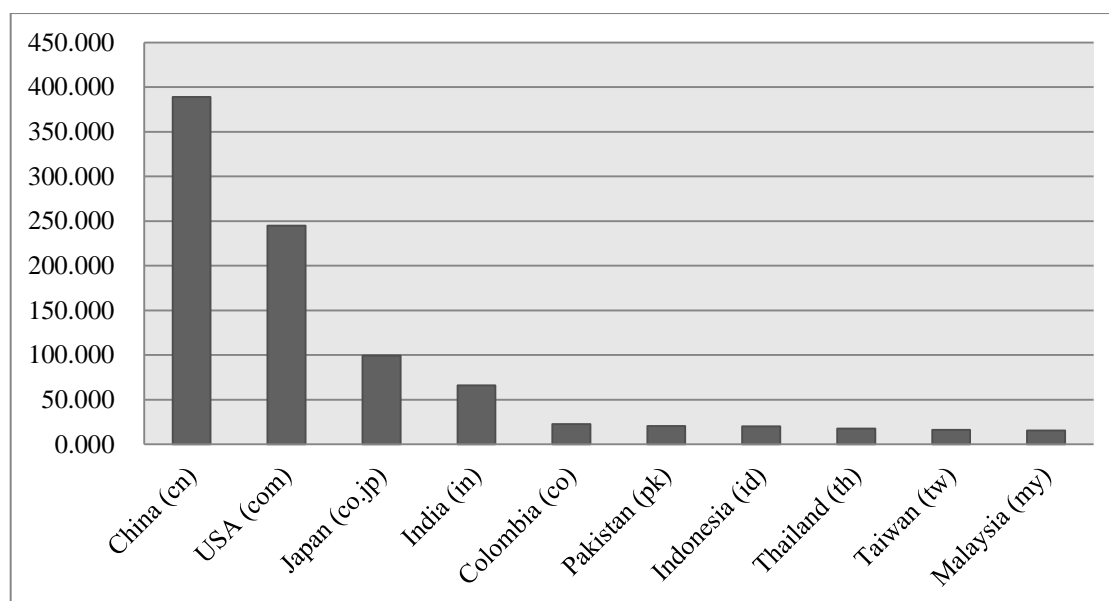
5.4 Total Penetration of SNS in Southeast Asia

Source: Adapted from comScore (2011)

Exhibits 5.2 and 5.3 differentiates on some points, however, the overall result indicate that the total SNS use is very high amongst internet users in Asia and that all countries have an exponential growth from 2009 to 2010.

4.4 Top Ten Internet users in UD Trucks markets

The table below lists the top ten internet user countries for UD Trucks. China is the country that has the most users and Japan whereas UD Trucks main business is but it does not point out how developed the actual Internet connections are.



5.4: Top Ten Internet users in UD Trucks markets

Source: Adapted from Cia.org (2011)

The two tables below list the top five websites in the top five internet markets, and the top 5 Asian internet markets. All countries indicate similar trends. Everyone has a search engine, SNS and video site amongst the top five.

Ranking	China (cn)	USA (com)	Japan (co.jp)	India (in)	Colombia (co)
1	Baidu.com	Google.com	Yahoo.co.jp	Google.co.in	Facebook.com
2	QQ.com	Facebook.com	Google.co.jp	Google.com	Google.com
3	Sina.com.cn	Yahoo.com	FC2.com	Facebook.com	Google.com.co
4	Taobao.com	YouTube.com	YouTube.com	Yahoo.com	YouTube.com
5	Google.com.cn	Amazon.com	Google.com	YouTube.com	Live.com

5.5: Top 5 in Top 5 UD Trucks markets

Source: Adapted from Alexa.com (2011)

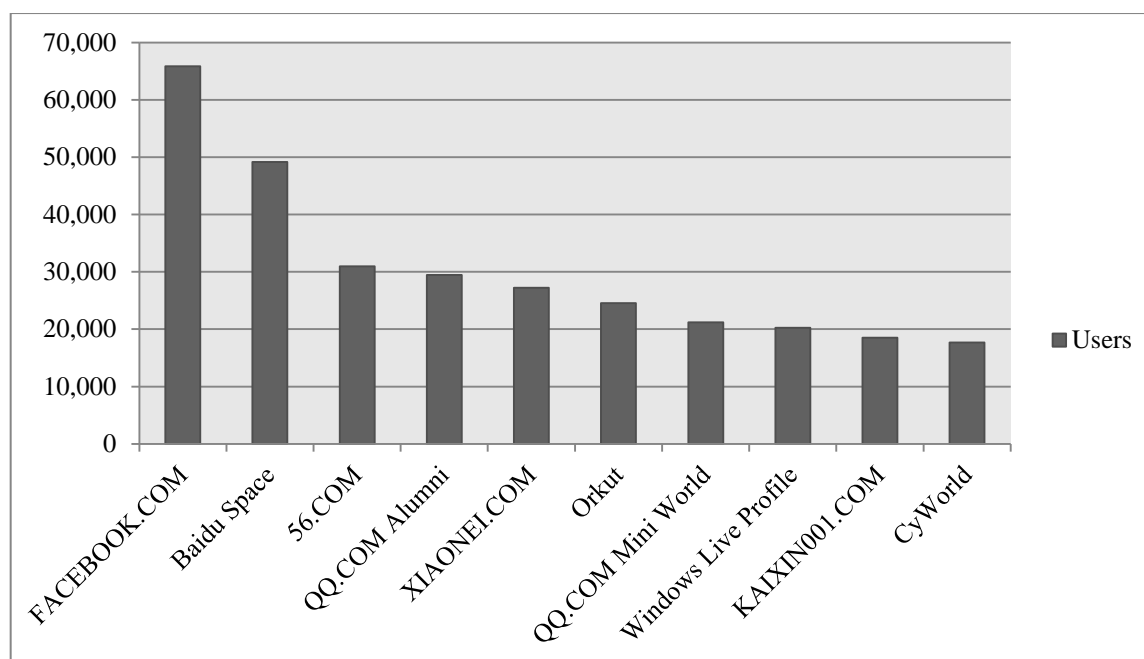
Ranking	China	Japan	India	South Korea	Taiwan
1	Baidu.com	Yahoo.co.jp	Google.co.in	Naver.com	Yahoo.com
2	QQ.com	Google.co.jp	Google.com	Google.com	Facebook.com
3	Sina.com.cn	FC2.com	Facebook.com	Facebook.com	Wretch.cc
4	Taobao.com	YouTube.com	Yahoo.com	Datum.net	Google.com.tw
5	Google.com.cn	Google.com	YouTube.com	Google.co.kr	YouTube.com

5.6: Top 5 sites in the Top 5 Asian Internet countries

Source: Adapted from Alexa.com (2011)

4.5 Top Ten SNS in Asia (Millions)

The table indicates the top ten social network sites in Asia determined by its members. There are 6 out of 10 sites that originates from China, the rest are operating global without any interference from “*The Great Firewall of China*”. However, even though Facebook is blocked it still is the most used SNS without the total support of Chinese members.



5.7: Top Ten SNS in Asia

Source: Adapted from comScore (2009)

4.5.1 Facebook.com

Facebook is an online community that connects people by sharing photos, links and videos. They are second most popular site in the world and have been online since

2004. The average time spend on the site is roughly 32 minutes and they have approximately 750 million user world-wide (Alexa.com, 2011).⁶

4.5.2 Baidu Space

Baidu.com is ranked 7th in the world according to the Alexa.com traffic rankings. The site is a Chinese language search engine that provides “simple and reliable” search experience. Baidu is main focuses lies in multi-media content including mp3 music and movies. The time spend on the site is approximately 33 seconds on each page view and they have been online for more than eleven years (Alexa.com, 2011)

4.5.3 56.com

56.com is a ranked 164 in the Alexa.com traffic ranking and they have been online since 2005. Its main user is Chinese and they site is one of the biggest video sharing websites where users can upload, view and share videos clips. The site is known for being the Chinese equivalent to YouTube (Alexa.com, 2011).

4.5.4 QQ.com

QQ.com is the second largest Internet service in China. It is owned by Tencent, Inc and has been online since it re-launched in 2006. Its main operations include providing users with a “one-stop online life service”. The site includes services such as Instant Messenger, Mail, and search engine SOSO. Their internet population seems to be mostly woman browsing from work and school teenagers without any postgraduate education. It is ranked 10 in the Alexa.com traffic ranking (Alexa.com, 2011).

4.5.5 Xiaonei.com (RenRen.com)

Xiaonei.com is nowadays known as RenRen.com and is the biggest online community in China. It is ranked 95 in the Alex.com traffic ranking. Its main visitors are college graduates and their interface is similar to Facebook´s. The site has been online since 2005 and it is the biggest Asian SNS (Alexa.com, 2011).

⁶ A detailed overview on UD Trucks Facebook presence can be found in Appendix D

4.5.6 Orkut.com

Orkut is a SNS and its users are mainly Asians, Indians and Brazilians. Orkut is owned and operated by Orkut. It is named after its founder, Orkut Büyükkökten. According to the Alexa.com traffic ranking, Orkut was ranked 106 in the world with more than 100 million users (Alexa.com, 2011).

4.5.7 Windows Live Profile

Windows Live Profile is a collective brand from Microsoft. It includes several services including; web applications, web services and mobile services. It was first announced in 2005 and was a part of MSN in its initial launch. There have been several versions of Windows Live Profile and their updates will presumably be integrated in Microsoft's newest operating system (Alexa.com, 2011).

4.5.8 Kaixin001

Kaixin001.com.cn is a Chinese SNS. Their success can partly be a factor by the Great Firewall of China since it blocks other competing sites such as Facebook, Twitter and MySpace. Kaixin001 main users are in the ages of 25-35 college graduates. The site main competitor is RenRen.com but they instead try targeting white collar office workers. Kaixin001 is ranked 148 in the Alexa.com traffic ranking (Alexa.com, 2011).

4.5.9 CyWorld

CyWorld is a SNS from South Korea and one of the oldest SNS in the world. It has been online since 1999 but they became famous in 2005. CyWorld Internet population mainly consists of college women. When the site tried entering the European market local sites outmaneuvered them and the success defaulted. CyWorld is ranked among the top ten sites in Asia according to comScore, but only 1103 according to Alexa.com traffic ranking (Alexa.com, 2011).

4.5.10 Sina.com.cn

Sina.com.cn is not a part of the list but I have chosen to include it because it is highly ranked on Alexa.com. The site is a Chinese-language infotainment web portal which was founded in 1999. Sina.com was chosen as the official website for the Sydney

2000 Olympics. Its users are mainly college educated workers who browse from the office. Sina.com.cn is ranked 14 in the Alexa.com traffic ranking (Alexa.com, 2011).

4.6 Reliability and delimitations

The sources in this part of chapter are from comScore and Alexa.com. comScore claim to be the leader in measuring the digital world in terms of digital marketing intelligence. It is an American based company and was founded 1999. There has been some issues regarding their online measurement techniques but their reports are to be considered trustworthy and reliable. However, in 2007 comScore was selected as one of the 47 most innovative companies at the World Economic Forum in Davos (comScore, 2011) (World Economic Forum, 2011). Alexa.com was founded in 1996 and they are an Amazon subsidiary. Alexa.com is also a company who measures the digital world, however, Alexa.com uses an Internet toolbar as tool and they have been criticized by Symantec and McAfee for spyware tools. However, Alexa.com have been recognized as a reliable and dependable information source and in 2008 Amazon announced that they would no longer accepting new customers because of work overload (Techflash.com, 2011). Both comScore and Alexa.com are recognized internet statistics companies that operates globally.

4.6.1 Online Framework

Volvo Group only work with websites that are not submitted to any filter or firewall related business they are operating in. This means that sites such as Facebook and Twitter⁷ are forbidden to work with in China since they are blocked from the government. Therefore, this sort of legal framework is a fundamental component when designing any type of communication strategy for Volvo Group (Fransson, 2011).

4.7 Summary - Internet, Broadband & SNS in Asia

Today, all Internet information in China has to be granted a license, (commercial), or registered with authorities (private). If a person provides news, publishing bulletin board or other services, the local site operator must record the IP address and domain name information of all the contents that is being provided. According to comScore, the total number of Internet- and social network- usage is almost over 50 % in each

⁷ A more detailed overview on UD Trucks Twitter presence can be found in Appendix E

Asian country. Indonesia and the Philippines are the two countries whereas the use has the highest percentage. There are 6 out of 10 SNS that comes from China, the rest are operating globally without any interference from “*The Great Firewall of China*”. However, even though Facebook is block it is the most used SNS without the total support of Chinese members. In the countries whereas UD Trucks operates search engines sites are ranked as number one, closely followed by social network sites/video sites. This secondary data helps me understanding which of the SNS that works best in Asia. It provides me with adequate information that is essential for answering my research questions. This data also help mapping out the online media landscape since I now understand which type of services that is most commonly used⁸ (Freshnetworks, 2011).

⁸ A more detail illustration of this can be found in Appendix F

5. SITUATION ANALYSIS

In this chapter I will provide information regarding UD Trucks online situation. I will display how the different websites looks and functions and summaries the online presence. I will include which addresses and domains that are being used and finally provide a summary

Today, the corporate and Japanese website is controlled by UD Trucks corporate communication department. The other sites are controlled by the local markets in Japan and/or private importers. The control undertakes the template, content and language. UD Trucks does not use or incorporate any type of social network sites and their internet addresses and domains are all different.

5.1 Brand platform UD Trucks

"UD" stands for "Ultimate Dependability". The UD brand is built on a passion for manufacturing and engineering, adaptability, and its focus on customer satisfaction. It tries to portray itself as a true Japanese fighter. The brand improved its position in Japan after a very successful launch of the Quon product range in 2008. The UD Trucks slogan is "*Road to Your Success*" and the brand core values are (Fransson, 2011):

- *Professional*
- *Passionate*
- *Dependable*



6.1: UD Trucks logotype
Source: UD Trucks.com

5.2 UD Trucks websites

6.2: UD Trucks websites

Source: Print-screen UD Trucks websites

Corporate site



<http://www.udtrucks.com>

Chinese site



<http://www.df-nissandiesel.com>

North American site



<http://www.udtrucksna.com>

Japanese site



<http://www.udtrucks.co.jp>

South African site



www.udtrucks.co.za

Australian site



<http://www.udtrucks.com.au>

5.3 Internet- & Web Domain- summary UD Trucks

Address: www.udtrucks.XX

The following exhibit lists all countries UD Trucks actively works or have a distributor in, it also lists the total internet usage, and if they owns the country domains or not. As the exhibit indicate, UD Trucks only own four domain addresses out of the top ten markets, leaving China, the biggest internet population in the world behind. Japan is the only country whereas the domain is registered and used on daily basis. USA, Australia, China and South Africa are all using different addresses but each countries domain suffixes. However, not owing the domain addresses can be potentially harmful for the brand; market development and lawsuits are just two of many potential threats. There are no sites that direct the traffic to the appropriate market. The domain addresses that lists *No* in the box means that they are not legally owned.

Countries	Internet Usage (Millions)	Yes	No
China (cn)	389.000		No
USA (com)	245.000	Yes	
Japan (co.jp)	99.180	Yes	
India (in)	66.138		No
Colombia (co)	22.538		No
Pakistan (pk)	20.431		No
Indonesia (id)	20.000		No
Thailand (th)	17.483		No
Australia (au)	15.811	Yes	
Taiwan (tw)	16.147		No
Malaysia (my)	15.353		No
Saudi Arabia (sa)	9.774		No
Peru (pe)	9.158		No
Philippines (ph)	8.278		No
Chile (cl)	7.009		No
Hong Kong (hk)	4.873		No
South Africa (za.co)	4.420	Yes	
Sudan (sd)	4.200		No
Kenya (ke)	3.996		No
New Zealand (nz)	3.400		No
Ecuador (ec)	3.352		No
Singapore (sg)	3.235		No
Uganda (ug)	3.200		No
Dominican Republic (do)	2.701		No
Yemen (ye)	2.349		No

Guatemala (gt)	2.279		No
Barbados (bb)	1.880		No
Ghana (gh)	1.297		No
Sri Lanka (lk)	1.177		No
Jordan (jo)	1.164		No
Costa Rica (cr)	1.148		No
Oman (om)	1.146		No
Zimbabwe (zw)	1.142		No
Paraguay (py)	1.105		No
Bolivia (bo)	1.103		No
Kuwait (kw)	1.100		No
Haiti (ht)	1.000		No
Lebanon (lb)	1.000		No
Côte d'Ivoire	0.967		No
Panama (pa)	0.959		No
Honduras (hn)	0.731		No
Malawi (mw)	0.716		No
Tanzania (tz)	0.678		No
Angola (ao)	0.607		No
Trinidad & Tobago (tt)	0.593		No
Qatar (qa)	0.563		No
Bermuda (bm)	0.540		No
Ethiopia (et)	0.447		No
Bahrain (bh)	0.420		No
Libya (ly)	0.353		No
Brunei (bn)	0.315		No
Mauritius (mu)	0.290		No
Nicaragua (ni)	0.199		No
Fiji (fj)	0.141		No
Papua New Guinea (pg)	0.125		No
Djibouti (dj)	0.025		No

6.3: Internet- & Web Domain- summary UD Trucks

Source: Adapted from Cia.org (2011)

5.3.1 Alternative addresses

The exhibit below lists the addresses for the different markets. There are no resemblances between there is not any focus on the brand image. It is only the corporate address that offer links to the different markets, not vice versa. These addresses are owned by UD Trucks and it is the importers who provide news about the brand in its specific market.

Country	Internet Usage (Millions)	Addresses
China (cn)	389.000	www.df-nissandiesel.com/
Japan, additional (co.jp)	99.180	http://www.ud-crossnet.co.jp
USA (com)	245.000	http://www.udtrucksna.com/

6.4 Alternative addresses

Source: Adapted from Cia.org (2011)

5.4 Summary - Situation analysis

Today, the local market operates and controls the different UD Trucks websites. This includes the template, content and language. UD Trucks does not use or incorporate any type of social network sites and their internet addresses and domains are all differently. "UD" stands for "Ultimate Dependability" and the brand is built on a passion for manufacturing and engineering, adaptability, and its focus on customer satisfaction. The slogan is "*Road to Your Success*" and the brand core values are:

- *Professional*
- *Passionate*
- *Dependable*

UD Trucks only own four domain addresses from the top ten internet markets, leaving China, the biggest internet population in the world behind. Japan is the only country whereas the domain is registered and used on daily basis. USA, Australia, China and South Africa are all using different addresses and domains.

6. EMPIRICAL DATA

In a previous chapter I presented the methodology used in this thesis. In this chapter I will provide the empirical data I collected through my interviews. I will start by briefly explain the interviewees working title along with the data I collected. However, the data is structured and presented so all interviewees⁹ are guaranteed lifetime anonymity. This verbal contract was agreed upon beforehand and the complete transcriptions and recordings will never be published.

6.1 Background information

I have interviewed four different persons who are working directly or indirectly for Volvo Trucks. My first interview was with a *Brand Manager* at Volvo Headquarters in Gothenburg. My second, third and fourth interview was with three *Marketing & Communication Managers* at the Chinese office in Beijing. However, as mentioned earlier, the quotes presented are without a working title behind it and UD Trucks is a part of multi-brand organization some of the answers were elaborated on a larger scale. The answers were determined upon a coding that indicated similar patterns. Therefore, each quote represented how each pattern could be displayed and the questions were formulated by the theoretical framework that is described in a previous chapter. However, it is important to clarify that these answers formulates a framework in which I can utilize in the findings and conclusions chapter.

6.1.1 Research question one

My first research question was dealing with improving UD Trucks online presence. This question illuminates the importance of matching a company's internal resources with their external environment. Therefore, this question had multiple solutions and implications.

RQ1: How can UD Trucks increase and improve its online presence

More or less all respondents claimed that they were well educated in computer mediated communication and its functions. However, one of the respondents emphasized that nowadays a new online generation is growing in the industry and buyers are more familiar with websites and social network sites. They all claimed that it is important to be active on the Internet in order to increase any type of presence.

⁹ "Interviewees"— Referred as: Interviewee, Respondent, Respondents or He/She

One stated that it has been hard to allocate resources because of the Chinese market and moreover mentioned a clear risk when dealing with Chinese Internet regulation and explained that that is the reason for not using SNS in China. They claimed a danger in open content on sites since the legal actions they could be facing. However, instead of having all content open, user login could be a solution and help UD Trucks become more users friendly.

“...if it is open for everyone, it is not safe because our competitors. We can collect detail information about the drivers on a site since they usually change workplace quite often. If they spend more time online it could be memorable for them...”

Furthermore, one of the respondents claimed that there has been a change in Volvo Group's attitude towards social media and explained that they want to do more things but they have problems finding time to actually do it. In the beginning, social media were more or less treated as a silo, meaning, it was treated as an outsider of the normal promotional procedures and functions. Social media was seen from a channel perspective but is now a new way of communicating which has shifted the focus. However, the respondents stressed the importance of having clear guidelines for employees in order to sustain the company's brand image. Two of them elaborated on this notion further and claimed that the line between an employee and private person constantly vaporizes and makes it difficult to draw a clear line.

“...one would think that there are clear lines between me as private person, and me as employee, but some think quite the contrary we have within the Group developed guidelines that applies to all employees, which is designed and aimed at producing something that makes it easier and clearer for the employees to understand what is OK and not”

One of the respondents illuminated the communication dynamics in social media and spoke about the factors that trigger discussions online. He wanted to emphasize that it is possible to enter an arena and make an opinion heard even though strategies is combined with tactics. It was stated that this only can be accomplished by additional education in order to achieve an increased online presence. This notion was followed up by a statement regarding the overall attitude online

“...some people are against it and some are enthusiastic, everybody knows about them, it is about using it...”

However, it also seemed that the respondents were confident and glad about the product/products they were selling. They believed that they had nothing to hide if they consider being more active online.

“...there is nothing to hide and we try to see everything as a possibility...”

6.1.2 Research question two

The second research question aimed more at actual suggestions and guidelines for how UD Trucks could work online in the future. Here the answers were more tangible, however, there seemed to be divided opinions on how this actual can be accomplished in the future.

RQ2: How can UD Trucks develop their corporate website and work with social network sites?

One of the main aspects the interviewees articulated was the level of control online. They claimed that online discussions call for several cogitative considerations. One of these aspects was to be clear who the messenger is. This might have a fundamental importance and should not be neglected. One respondent explained that there have been some attempts in starting to work with SNS in China but it has been hard to find suitable sites. Some offices have been using in house competence while others have hired agencies. However, predicting the future is what the respondents claimed to be the hardest part.

“...we have tried to look wider and try to predict what the new trends in online communications are...”

Some of the interviewees claimed that the level of control might be the most important aspect to consider before creating an online strategy. They found it essential to formulate a reason for doing an activity before creating a strategy. In doing so, the aim and scope of the actual strategy could be monitored and analyzed so the level of control remains high.

“...my belief has always been to realize that you do not have any control. To believe that you have control over the discussions and how things are is like living in self-denial. This does not mean that you cannot be proactive but you must realize that we are not in control what is being said and/or written about us...”

Furthermore, one of the respondents explained that they usually separate a launch event for customers and media. This separation was based on fear of stakeholders sharing something that would harm the brand. To separate events would limit the risk of being portrayed in an unhappily fashion. However, they explained that there is a difference in sending out online RSVP's and starting internet groups. Instead of giving their stakeholders a possibility to communicate everything on one platform they simply send out invitations and nothing more. It also seemed that the interviewees agreed that the stakeholders are beginning to become more acquainted with the websites and that is smart to communicate all aspects and all of the respondents had a positive attitude towards being more online in the future.

Nonetheless, all believed that exclusivity for truck drivers were important. They stressed the fact that the drivers sometimes own their trucks and they do not consider themselves as just truck drivers. This was further elaborated by one of the respondent. He stated that small means such as an online bi-directional confirmation from Volvo's side could make a difference in their perception of the brand. The exclusivity was also shared as an important factor when choosing websites to work with. One of the respondents' claimed that they are having difficulties finding suitable sites to work with in Asia since UD Trucks operates in several countries. This statement was correlated to the fact that they needed to allocate more resources in order to work with the web more actively.

"We want to work with the web more, but we are having problems allocating resources for it"

All respondents thought that it is easier to quantify the actual value of an online activity. One stressed that even minor actions such as follow up Twitter leads and/or informing about second hand trucks should be treated equally important as other promotional activities. He explained that these activities normally have small profits but their impact can have a significant importance. Therefore, substantial activities are easier to evaluate and help create an understanding of which promotional tools that are important. An interviewee explained that these ways of thinking could ease marketing decisions.

"...Which activities trigger our customers? Movies? Good - Maybe we should focus on putting movies on websites. At least you have the possibility to see its effect when working online... This is the way to work; it is just about aiming marketing activities right. Evaluation and

follow up measurement should be treated as a never ending improvement process. That is why online media is a perfect tool”

One of the respondents expressed his views on corporate spokespersons and employee ambassadors. He claimed that companies traditional have used corporate spokespersons. Nowadays companies have been forced in having employee ambassadors whether they likes it or not. He claimed that this strategic step is hard to take and one will have to assume that your employees interact online.

“...some companies actually encourage their employees to be involved as much as possible on social media and not make the traditional separation between private individual / employee...”

Today, online presence is based on having a corporate website and nothing more. It was emphasized that they do not see the web as the number one promotional tool for marketing activities. Instead it is treated as a separate activity and more or less as a necessity.

7. FINDINGS & CONCLUSIONS

In the previous chapter I presented a summary over the empirical data. This chapter will provide answers to the two posted research questions, present my findings and hopefully reach the stated purpose of my thesis.

“To create a sustainable online communication strategy”

The research questions will be answered separately. Thereafter, I will present my strategic suggestion as directions to take, and finally provide my thoughts on implications for theory, and future research suggestions.

7.1 Introduction

Today, social network sites are not a part of the promotional mix for UD Trucks. The web presence so far has been limited and all sites are used with a different purpose. The Asian SNS- and Internet-market is under rapid development and if this can be utilized accordingly to UD Trucks brand platform the impact can make a significant difference. However, if this is going to be accomplished there are some vital steps that need to be taken. Therefore, the findings and conclusions is a cooperative between all chapters but the main difference is that I now can combined them all and formulate a strategy.

7.2 Research question one

UD Trucks is a re-launched and re-branded truck brand. They operate in several countries and their web presence so far has been limited. Research question one aims at understanding the fundamentals of UD Trucks online presence and the answer to this question is mainly focused internally.

RQ1: How can UD Trucks increase and improve its online presence

7.2.1 Step one: From crisis communication to competence development

A majority of the information I have found shows that the web is not considered as an important part of the promotional strategy. I believe that it has been treated as necessity and not as a complement to other marketing activities. Instead of utilizing the communication paradigm UD Trucks solely utilize the old promotional mix. Therefore, the answer I have found lies more in the fact that they have not been able to allocate resources in order to provide knowledge and support. Since China's Internet regulations and laws might be the toughest in the world UD Trucks have been afraid of letting go of too much control. This correlates to the fact that most of the

attention has been spent to keep up, and monitor the Chinese Internet market. Therefore, online activities have been more or less treated accordingly to Hermann (1963) definition of a crisis:

“(1) to be able to protect the values of the organization, (2) restrict the amount of time monitoring activities online, and (3) foresee unexpected and/or unanticipated occurrences online”

Since the transformation from Web 1.0 to 2.0 is changing online communication it is essential to start treating online activities as possibilities. A more positive attitude could transform the perception and shift the focus from damage control towards integrated marketing communication (IMC). In order to increase the online presence numerous steps need to be taken. The first step, as mentioned above, is fundamental for changing the internal perception of online activities. Today, there is not an employee that solely works with online strategy. This enhances a feeling of lack of control that limits the activities online. I suggest finding an external resource that could educate the brand and marketing team in online communication. I believe that education would decrease the gap when integrating online activities in the promotional mix. This step would have a significant impact on the perception of online marketing activities.

“...some people are against it and some are enthusiastic, everybody knows about them, it is about using it...”¹⁰

Furthermore, the fact that online media can be as a source of data makes it possible for to gain more comprehensive data of how the potential websites are used. I claim that this is not treated sufficiently enough which correlates to the fact that more education is vital. This would make a fundamental importance when understanding and developing future online campaigns. It would also ease the communication for importers and dealers and create a bridge between stakeholders.

Below is a compiled list of strategic questions UD Trucks should start by answering. If the answer is yes to all questions there are no obstacles that should interfere in the strategic online work in the future.

1. *Do online media enhance our strategy?*

¹⁰ Quote from an interview

2. *Is it the right time to introduce online media for our employees?*
3. *Do the online media help to meet the needs of the priority population?*
4. *Can online media help to reduce the costs/barriers for our customers?*
5. *Is it possible to evaluate the effect of online media?*

These strategic questions are adapted from Thackery *et.al* (2008) and they help companies understand the basic goals that should be set up before working with Web 2.0 social media. However, even though these questions were created for a different purpose they still help gain a deeper understanding on how online activates needs to be treated (Ibid). It will also help to build a consensus around the vision and mission for UD Trucks and gain more holistic approach toward long-term decision making (Kaplan & Norton, 1996).

7.3 Research question two

It is important to acknowledge that UD Trucks can choose to not follow my advices. However, if this is the case UD Trucks could face problems in utilizing the web and directing traffic correct.

RQ2: How can UD Trucks develop their corporate website and work with social network sites?

Research question two was designed to understand how UD Trucks actually can work online and the answer on research question one implied the need to address certain strategic questions I will provide solutions how this can be accomplished.

7.3.1 Step one: Start updating.

As the web is becoming an integrated part of our everyday life the number of people searching for information increases rapidly. Today, 9/10 peoples in the Western world uses the web when searching for information (Jansen & Spink, 2005). This fact alongside the notion that it is virtually impossible to found a correct UD Trucks website causes problems. If this is translated into numbers, UD Trucks could lose millions of potential prospects by just not updating the current websites. These websites must be updated on regular basis since the number one websites in Asia are search engines. To start work with search string optimization would help customers find the right information. Nowadays, consumers, both B2B and B2C are more likely to communicate through both WOM and social media. By enabling consumers to see

others using a product can make them communicate about it. However, if there is not sufficient information about the products, the end-user will never communicate its benefits. For instance, by sharing product information a company can enhance the communication and start discussions (Mangold & Faulds, 2009).

Ranking	China	Japan	India	South Korea	Taiwan
1	Baidu.com	Yahoo.co.jp	Google.co.in	Naver.com	Yahoo.com
2	QQ.com	Google.co.jp	Google.com	Google.com	Facebook.com
3	Sina.com.cn	FC2.com	Facebook.com	Facebook.com	Wretch.cc
4	Taobao.com	YouTube.com	Yahoo.com	Datum.net	Google.com.tw
5	Google.com.cn	Google.com	YouTube.com	Google.co.kr	YouTube.com

8.1 Top 5 sites in the Top 5 Asian Internet countries

Source: Adapted from Alexa.com (2011)

7.3.2 Step two: Buy domains

Today, four domains are owned out of the top ten Internet markets worldwide. This fact holds a potential threat for future online development. I suggest purchasing the below sites and re-direct the traffic to the corporate site (www.udtrucks.com):

- *India (in)* www.udtrucks.in
- *Pakistan (pk)* www.udtrucks.pk
- *Indonesia (id)* www.udtrucks.in
- *China (cn)* www.udtrucks.cn
- *Taiwan (tw)* www.udtrucks.tw
- *Malaysia (my)* www.udtrucks.my
- *Singapore (sg)* www.udtrucks.sg
- www.udtruck.com
- www.ud.com

This step is necessary to minimize any potential threats and it is “...*important to be able to protect the value of the organization...*” (Hermann, 1963). However, this step is also important when maintaining UD’s corporate image so all stakeholders perceives and values their product, services and representative’s similar (Fredriksson, 2008). This process will not take longer than one month

7.3.3 Step three: Create a global site

One of the most important steps in increasing the online presence is to create a global website. Although to become a global brand the websites must have a consistent look and feel. I propose to create a global website that uses the same template, content and product information but to use external expertize for the local demands. I believe that this step would enhance the transformation when becoming a global brand. However, in order to create a global online presence, it is important to use the same domain address for all sites. I recommend using the .COM address for all sites but I also to re-direct the traffic on all other domains to the .COM whenever searching for the address outside of Japan. In doing so, UD Trucks would still be perceived as a Japanese truck brand that distinguishes them from competitors (Aaker, 1991).

I further believe that this would help UD Trucks accomplish what online components Mahajan (2009) explains enhances ones corporate brand, *Brand awareness, online reputation management tool, learning about new technologies and competitors & intercept potential prospects*. By doing so, UD Trucks would improve what Fredriksson (2008) describes as image building and increase the stakeholder's perception on UD Trucks products and services.

To create a global site will approximately take up to one and a half years in order to get the site exactly as required.

Furthermore, when creating a successful global site it has to be part of the integrated marketing communication (IMC). Today, there have been neither changes nor updates on the corporate site in six months. Therefore, I suggest giving all dealers and importers a possibility to adapt their own website onto the new corporate website. I based this reasoning on Mangold & Faulds (2009) IMC theory and claim that it is important to involve all stakeholders when working more integrated. My suggestion implies that every stakeholder is giving a change to have a saying of their own dealership online. I believe that this will play an important factor when directing the traffic, making the websites important, and pursue everybody to actively use the web (Ibid). However, I only claim that this step only can be accomplished if the above steps are already completed. If not, UD Trucks could face an identity crisis online that would potentially harm their corporate identity. It is important to stress Fredriksson's

(2008) description of integrating the corporate strategic communication in all concepts and not separating what the company is doing, from what they actually claims to do.

“...my belief has always been to realize that you do not have any control. To believe that you have control over the discussions and how things are is like living in self-denial...”¹¹

To start treat online media as an integrated part of the communication will have a long-term payback. If this is not the case, UD Trucks can face problems in handling and attracting potential stakeholders in the nearby future. When working with IMC online puts strict demand on understanding the potential output from each activity. Online communication has changed over time and there are other benefits for companies when using the web as a promotional tool (Ellison, Steinfeld & Lamp, 2007). As elaborated in the interviews, and as explained in the theoretical overview, most of truck drivers in Asia are born after 1977, also known as the Net Generation (Lynk-Wartman, Martinez, & Ana, 2009), this fact alongside the usage of SNS in most of the Asian countries indicates an almost staggering 50 % in each country can cause a potential goldmine for gaining information about the end-user.

When trying to satisfy and encourage truck drivers online habits valuable information could be gathered. Another important barrier to consider is the fact the most of the truck drivers are already familiar with the technology required. To start utilizing online video sharing for all stakeholders make it possible to share experiences and advices amongst each other. Therefore, to start use the web as Mangold & Faulds (2009) describes as IMC should be utilized and acknowledged for all marketing activities online.

- *Use both traditional and Internet based promotional tools to engage customers*
- *Provide information*
- *Be outrageous*
- *Utilize the power of stories*

¹¹ Quote from interview

However, I have only chosen to use four out of six points since I believe they correlate the most in accordance to UD's brand platform. These talking points are similar to the three main pillar UD Brand platform were created.

- *Reliability*
- *Passionate*
- *Dependable*

However, there is a big difference in using different kinds of SNS because they were created to fulfill different needs. Mahajan (2009) theory about usefulness for B2B can only be utilized if the correct SNS is used. Today, there are several SNS that are used for different purposes. And the most common SNS have different usefulness such as, *publish, share, discuss, commerce, location, network, games*. UD Trucks will not gain more public attention just because they start to update their Facebook page or Twitter account. Traditional marketing activities should not be forgotten and always backup future SNS campaigns¹² (Freshnetworks, 2011).

Although it is important to acknowledge the fact that this step is to be treated as a never ending process and that Trucks Asia only works with websites that are not submitted to any filter or firewall related business they are operating in.

¹² A more detail illustration of this can be found in Appendix F

8. FINAL DISCUSSION

In this thesis I have presented a suggestion on how a Japanese truck brand should work online in the future. I have tried to explain which areas that need attention, both from an internal (employee) and external (stakeholder) perspective. As my research indicates there are some areas that need more attention than others. However, if this continues online activities can be difficult to use within the promotional mix.

Moreover, as my findings suggested UD Trucks has working accordingly to a crisis communication theory from 1963. In doing so, UD has ended up in an unfavorable position that needs attention. However, in order to change this serious dedication had to be done. Therefore, I was utterly pleased that Trucks Asia (TA) initiated a project they titled Common Web Platform (CWP) in the beginning of my research process. The CWP project itself was a collaborative between Volvo IT and the TA and its purpose was to implement an IT solution that would tackle my findings and conclusions. This system allows using one platform to control and operate all Internet traffic from.

As a final part of my thesis I got the opportunity to travel to Tokyo, Japan, and present my findings and conclusion to the Japanese brand and marketing team. My stay there was beneficial since I got a chance to express my thoughts about the subject and gain a more comprehensible view about UD Trucks total operations. I also got the opportunity to see the assemble line in real life which gave me an understanding and appreciation of UD Trucks brand and history.

For the reason that UD Trucks operate in several countries I believe that theories regarding intercultural communication could be favorable since they shed light on difficulties when working globally. I am not certain that this is would be the best approach but nonetheless a complementary for gaining a more nuanced view about the complexity when working with numerous cultures. As a final conclusion, another aspect of my research indicate that big corporation such as TA, a part of the Volvo Group, a stock-corporation with more than 100.000 employees has problems working with online media. This can imply that corporation in B2B businesses have problems adapting to new media or that the trucking industry is focusing on other areas besides the Internet. Today, most communication between B2B industries is very traditional

and based on routines. This stubbornness and unwillingness in adapting to new media could force companies such as UD Trucks to communicate in unfamiliar territories. However, even though the trucking industry is not be the most Internet-driven industry does not mean that they can disregard how people actual communicates today.

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APPENDIX A - COMPETITIVE ANALYSIS

This competitive analysis was made based on an inquiry from UD Trucks. This appendix will therefore provide statistics over the online truck market as well as UD Trucks closest competitors based on market share.

Structure of competitive analysis

The competitive analysis is carried out on ten truck companies. Five of the companies were selected after an interview with Fransson (2011) and the other five are selected through statistical findings. The websites are described according to eleven different dimensions (Huizingh, 2000).

Navigation Structure

Company background

Product focus

Social Network Sites

Baidu.com

Google.com

Languages

Market share

Search option

Protected content/log in option

Domain strategy

CNHTC

CNHTC uses their corporate website strictly informative. The site does not communicate trucks and it is impossible to know that CNHTC is a truck company if you are not a part of the business. The site seems to be available in Chinese but it does

not function properly. They do not include any type of social network site. When searching for CNHTC on Google.com, and Baidu.com the website lists as number one amongst the search results (CNHTC, 2011).

Foton

Foton uses their corporate website to link traffic for specific markets. They start by showing a product flash video and if you do not click on anything you end up at the Chinese site. The site is offered in six languages, English, Spanish, Arabic and Russian but it is only www.foton.com.cn that is being used. It does not matter which language you prefer the template and content are all the same. However, they also seem to have South African and Australian sites that operate individually. Foton do not include any type of social network site. When searching for Foton on Google.com the South African site has the highest ranking, and on Baidu.com the website lists as number one amongst the search results (Foton, 2011).

Dong Feng

Dong Feng uses only uses a corporate website. The site has a video flash intro before entering the landing page and the site is available in Chinese and English. The company has a lot of different brand which makes it difficult to know if you are at the right place or not. When searching for Dong Feng on Google.com, and Baidu.com the corporate website lists as number one amongst the search results

Hino

Hino uses multiple addresses for their sites. Hino-global.com serves as a corporate site but it does not link to other market sites. The corporate site is informative and lists the different products etcetera. However, the Hino.com address is the American address and that is completely different from the rest. It has a different structure and they link their site to Twitter, Facebook and YouTube. The other sites have a similar setup as the corporate site. When searching for Hino at Google.com and Baidu.com

the results are different. At Google, the top results is the American site but at neither of the sites are represented on Baidu.com.

Tata

After trying to find Tata on Baidu.com I ended up on a door company website from China. I had to search for Tata Motors, not just Tata, or Tata Trucks. When after searching on Google.com I finally ended up at the right address, www.tatamotors.com. Tatamotors.com is the corporate website, it is only available in English and they do not link the site to any social network sites

Top 20 Truck sites

According to Alexa.com, the best online truck company in the world is Iveco Group. The site ranks the companies according to a combination of average daily visitors and page views over the past month. The site with the highest combination of visitors and page views is the highest ranked (Alexa.com, 2011).

Ranking	Company	Address	Regional Traffic Rank ¹³
1	Iveco Group	iveco.com	Arab Emirates
2	Freightliner Trucks	freightlinertrucks.com	U.S.A
3	Navistar International Corporation	navistar.com	U.S.A
4	American Isuzu Motors	isuzucv.com	U.S.A
5	Renault Trucks	renault-trucks.com	France
6	Kenworth Truck Company (KW)	kenworth.com	Canada
7	Paccar Inc.	paccar.com	Canada
8	Mack Trucks Inc	macktrucks.com	U.S.A
9	Scania Limited.	scania.co.uk	Italy
10	Mitsubishi Fuso Truck Of America Inc.	mitfuso.com	X
11	Western Star Trucks	westernstartrucks.com	U.S.A
12	Autocar LLC.	autocartruck.com	X
13	Sterling Trucks	sterlingtrucks.com	U.S.A
14	International Truck and Engine Corp.	internationaldelivers.com	X
15	Heil Environmental Industries	heilco.com	X

¹³ Regional Traffic Rank = where the site get its most viewers from

16	The Armored Group	armored-trucks.com	X
17	BMC UK Ltd.	bmcukltd.com	X
18	Hercules Equipment Ltd.	hercules-equipment.com	X
19	Jinan Lianzhong Industry& Trading Co.	jnlz.com	X
20	Volvo Truck Corp.	volvo.com/truck/	Finland

Appendix A: Top 20 Truck sites

Source: Adapted from Alexa.com (2011)

Iveco Group

On Iveco Group corporate website the different brands are centered. They use a drop-down menu for the different local market sites. They do not link their site to any social network sites and they only use www.iveco.com / address for all market sites. For instance, when typing www.iveco.com it directs you to the www.iveco.com/ local market site automatically. When searching for Iveco on Google.com, and Baidu.com the corporate website lists as number one amongst the search results (Iveco Group, 2011).

Freighliner Trucks

Freightliner only operates within the USA. They use a flash video centered on the landing page which displays their trucks on different environments. They do not link their site to any social network sites and www.freightlinertrucks.com is the only domain the use. However, they offer one mobile phone application that is available on AppStore and Android Market. When searching for Freightliner on Google.com, the site gets listed as number one amongst the search results. The site does not appear on Baidu.com search results (Freightlinertrucks, 2011).

Navistar International Corporation

Navistar uses their corporate site as a linkage site to their different brands. The landing page displays an American skyline and it is impossible to now that they sell trucks if you are not in the business. They use a language setting bar on the top right corner followed by a box that states *Find us on Facebook*. Navistar gets listed as

number one amongst the search results on Google.com but they cannot be found on Baidu.com results.

American Isuzu Motors

American Isuzu Motors corporate website shortly writes about their company history and latest news on the landing page. The site is only offered in English and they do not link to their local market sites. On the left hand corner is a box that states *Find us on Facebook*. The site gets listed as number one amongst the search result on Google.com and cannot be found on Baidu.com.

Renault Trucks

Renault Trucks corporate website is similar to Iveco's. They direct the traffic to the different market sites and they only use the same template on some of the local market sites. Some of the addresses are www.renault-trucks.com / local market but not all. Renault Trucks does not link their site to any social network site. However, they offer three different mobile phone applications which are all available at AppStore and Android Market. The site is listed as number one on Google.com search results and it amongst the top ten on Baidu.com.

UD Trucks market share

The exhibit below lists the market share for the overall heavy duty truck market for UD Trucks. As displayed, Indonesia and Japan is UD; s biggest markets with 24% and 22% market share. However, Japan is the only country whereas the own and operate a website. Malaysia total percentage is 21 % and

Japan (co.jp)	Market share %	Malaysia (my)	Market share %
Hino	30%	Hino	36%
Isuzu	28%	UD Trucks	21%
UD Trucks	22%	Scania	13%
Fuso	19%	Volvo	9%
Volvo	0.5%	Fuso	8%
Indonesia (id)	Market share %	Thailand (th)	Market share %
Hino	53%	Hino	55%
UD Trucks	24%	Isuzu	34%
Fuso	12%	UD Trucks	5%
Scania	3%	Fuso	3%
Volvo	2%	Volvo	2%
India (in)	Market share %	Pakistan (pk)	Market share %
Tata	66%	Hino	56%
Ashlok Leyland	27%	Isuzu	16%
Asia Motor Works	3%	UD Trucks	14%
Eicher	2%	Master	14%
MAN & Force	1.2%		
China (cn)	Market share %		
FAW	22%		
CNHTC	19%		
DonFeng	19%		
ShaanxiAuto	11%		
BAIC Foton	10%		

Appendix A: Market share UD Trucks Asia

Source: Adapted from UD (2011)

APPENDIX B - INTERVIEW GUIDE

• = Fixed questions

o = Open questions / follow-up questions

- How would you describe Volvo Trucks work online?
-

- Which Social Network Sites have you heard of?
-

- Which of them do Volvo Trucks use on regular basis?
-

- o When and why did Volvo create the account/accounts?

- Can you describe the daily usage of Social Network Sites
-

- o In terms of time
- o In terms of function
- o In terms of image
- o In terms of status
- o In terms of relationship
- o In terms of crisis communication
- o In terms of added and measured value

- What advantages / disadvantages can you describe?
-

- Does Volvo have “friends” on these sites? If yes, whom?
-

- How would Volvo react if someone would upload unwanted material on these sites?
-

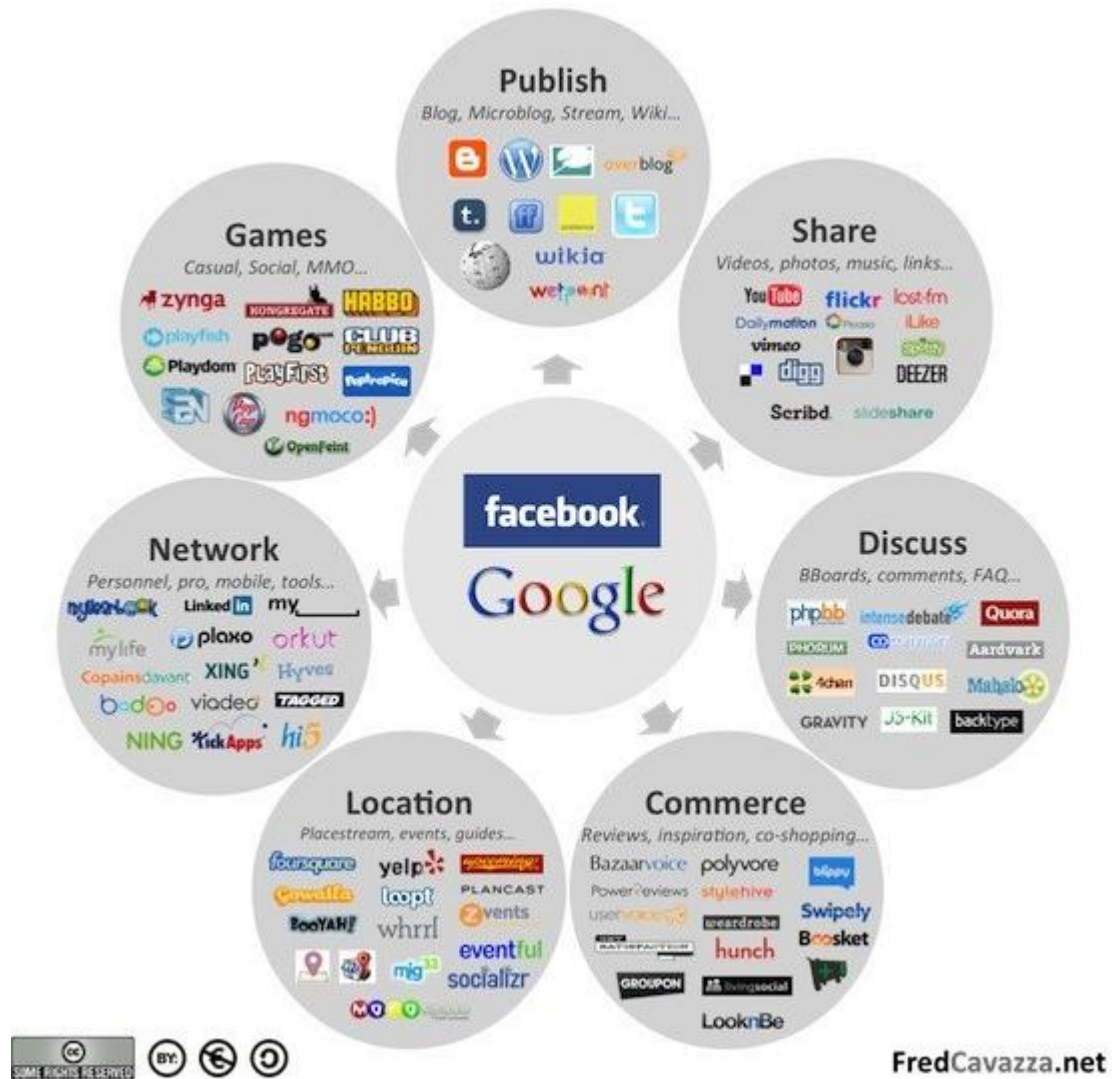
- Which of the following logotypes do you recognize?
-

- Does Volvo use any of the following sites listed above? If yes, which ones?
-

- Which of the following sites have Volvo been using but not any longer?
-



APPENDIX C – SOCIAL MEDIA LANDSCAPE 2011



Appendix C: Social Media Landscape 2011

Source: Adapted from Alexa.com (2011)

APPENDIX D – FACEBOOK

Facebook is an online community that connects people by sharing photos, links and videos. They are second most popular site in the world and have been online since 2004. It is the world biggest social network site with approximately 750 million users

UD Trucks South Africa

Likes:	43
Pictures:	17
Videos:	0

This page mainly offers pictures from the airshow they hosted in the beginning of April

UD Trucks Organization

Likes:	89
Pictures:	0
Videos:	0

The text on this page is from Wikipedia.org

UD Trucks Australia

Likes:	20
Pictures:	52
Videos:	0

This Facebook page is the only one that can be considered as **active** amongst the three.

APPENDIX E – TWITTER

- Follower - A follower is another Twitter user who has followed you
- Following - Your following number reflects the quantity of other Twitter users you have chosen to follow on the site.
- Lists - Curated groups of other Twitter users. Used to tie specific individuals into a group on your Twitter account. Displayed on the right side menu of your homepage
- @ - The @ sign is used to call out usernames in Tweets, like this: Hello @Twitter! When a username is preceded by the @ sign, it becomes a link to a Twitter profile

@UDTrucks – Irving, Texas

Tweets: 4
Following: 0
Followers: 71
Listed: 1

@UDTrucksAust – Chullora, Sydney

Tweets: 62
Following: 25
Followers: 37
Listed: 1

@CMH_UD_Trucks – Westmead, Durban

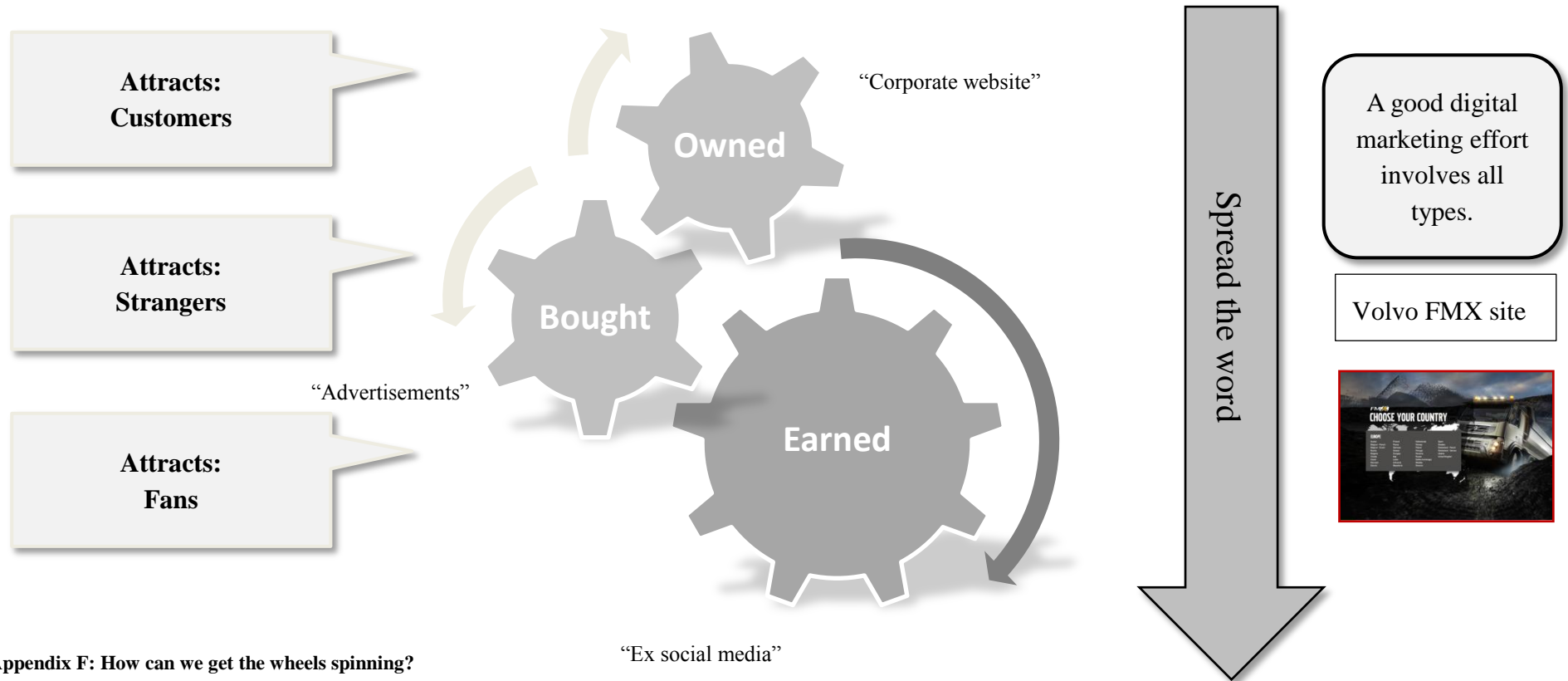
Tweets: 0
Following: 0

Followers: 3
Listed: 0

Overall summary

Tweets: 66
Following: 25
Followers: 111
Listed: 2

APPENDIX F – HOW CAN WE GET THE WHEELS SPINNING?



Appendix F: How can we get the wheels spinning?

Source: Adapted from Volvo Group