A Comparison of Social Media Marketing Strategies between the US and the Czech Republic

Michal Micik

Zachary Frankiewicz

Introduction

Recent years have brought an extraordinary growth in the social networking phenomenon, that now an increasing number of people consider social networking sites to be a key part of their daily routine. Its usefulness, importance and impact had been appreciated both by individuals and organizations.

The aim of the study is to map and analyze marketing communication of the company Manpower with the focus on social media use. This aim has been chosen due to the growing significance of social media in the online world and especially for the possibilities that social media open up. Manpower focuses on providing companies with innovative workforce solutions that help them gain competitive advantage. People are one of the most important assets in contemporary economy to get this advantage. An important aspect of their business is connecting business clients with potential employees. Most people are connecting through social media; therefore, Manpower has adopted social media as an important marketing tool for finding suitable employees. This study deals with the use of marketing communication and social media for recruiting suitable employees and the differences in marketing campaigns between the Czech Republic and the United States. Our focus was primarily evaluating Manpower's usage of social media sites such as Facebook, LinkedIn, Google+, Twitter, and Youtube.

Theoretical framework

Role of the marketing communications

Communication becomes one of the main activities to acquire and retain customers. There are many different definitions of marketing communications (MC) as there are different authors writing about the marketing communications. To demonstrate the previous claim, several definitions of MC follow.

"Marketing communications are the means by which companies attempt to inform, persuade and remind consumers – directly or indirectly – about the products and brands that they sell" (Kotler, 2009).

The management process through which the organization participates with various audiences (Fill, C., 2005, p. 7)

The set of all marketing mix elements of the brand, which facilitates the exchange, positions the brand and forwards the meaning of the brand to target groups (Shimp, T. A., 2003, p. 3).

MC are the most visible instruments of the marketing mix. They involve all instruments by means of which the company communicates with its target groups and stakeholders to promote its products or the company as a whole (Pelsmacker, 2010).

Marketing communications is a part of marketing mix, which could be simply defined as a way of putting the right product in the right place, at the right price, at the right time. Advertising is often considered a synonym for marketing communication because it is the most visible tool of the communications mix. But, of course, a large variety of communications instruments exist, each with its own typical characteristics, strengths and

weaknesses. Most of the authors agree that communications mix usually comprises following tools:

- Advertising,
- Sales promotions,
- Events and experiences,
- Direct marketing
- Public relations,
- Personal selling.

To the basic list of tools, Pelsmacker (2010) adds a new one; electronic communication (e-communication). It is a way to communicate interactively with the customers by using the Internet.

Forms of marketing communication

The forms of MC may differ, but the goal remains the same – to tell the customers news we want them to know. Marketing communications try to influence or persuade the (potential) consumer by conveying a message. This message transfer may be directed to certain known and individually addressed persons, in which case it is called **personal communications**. The message transfer may also be directed to a number of receivers who cannot be identified, using mass media to reach a broad audience. This is called **mass communications**. Personal communications are mainly direct and interactive marketing actions and personal selling. All other promotional tools are mass communications. Table 1 compares personal and mass marketing communications using different criteria. This comparison does of course generalise. The practical implications of the selection mix depend on the situation and the creative implementation and execution of the communications instruments. For instance, a bad mail shot could also lead to higher selective perception and lower attributed attention.

Table 1 Personal versus mass communications

	Personal communications	Mass communications
Reach of big audience		
Speed	Slow	Fast
Costs/reached persons	High	Low
Influence on individual		
Attention value	High	Low
Selective perception	Relatively lower	High
Comprehension	High	Moderate-low
Feedback		
Direction	Two-way	One-way
Speed of feedback	High	Low
Measuring effectiveness	Accurate	Difficult

Another way of categorising marketing communications instruments is to differentiate between theme or image communications and action communications. In **image or theme communications** the advertiser tries to tell the target group something about the brand or products and services offered. The goal of image communications could be to improve relations with target groups, increase customer satisfaction or reinforce brand awareness and brand preference.

Action communications seek to influence the buying behaviour of target groups and to persuade the consumer to purchase the product. The primary goal is to stimulate purchases. In practice, theme and action campaigns are not always that easy to distinguish. Sometimes the primary goal of advertising is to sell, as in advertisements announcing promotions or direct response ads. Visits from sales teams may also have the purpose of creating goodwill rather than selling. Theme promotions such as sampling gadgets to increase brand awareness are also used.

Communications objectives

Marketing communications objectives can be broadly divided into three major categories: inform, persuade and remind.

1. To Create a brand awareness or, in other words, to **inform** your target audience about your brand.

2. To define a fulfilling need for your product or service, or to **persuade** them to use your product or service.

3. Encourage action from your target audience, or, in other words, to **remind** them through various marketing channels about your product or services (Stafford, 2012).

Integrated marketing communications

Organizations must consider that it is necessary to communicate the same information in all channels used to avoid confusion among customers. If an organization has a business page on Facebook, the information published there should be the same as the information presented on the company's website, on its LinkedIn profile, on its Twitter account and so on. Another aspect that is important to consider is that many people perceive things differently depending on the environment and personality of each (Grönroos, 2007).

It is a new way of looking at the whole, where once we saw only parts such as advertising, public relations, sales promotion, purchasing, employee communication, and so forth, to look at it the way the consumer sees it – as a flow of information from indistinguishable sources (McIntyre, Capen, Minton, 1995). If a user starts interacting with an organization by searching its site first and then starts to engage with it on Facebook, different information will create confusion and might diminish trust.

Integrated Marketing provides the same information about the organization both internally and externally. However, despite the typical focus of firms on external channels, it is important to take internal channels into consideration as well. If a firm directs IMC towards their employees, it is able to promote employee satisfaction, trust and commitment, thereby strengthening the firm-employee relationship and ultimately affecting profitability by enhancing customer satisfaction (Ferdous, 2008). If the information is different within various communication channels, the customer will get confused, which can damage the company's image. Figure 2 shows a relation between tools of marketing communication
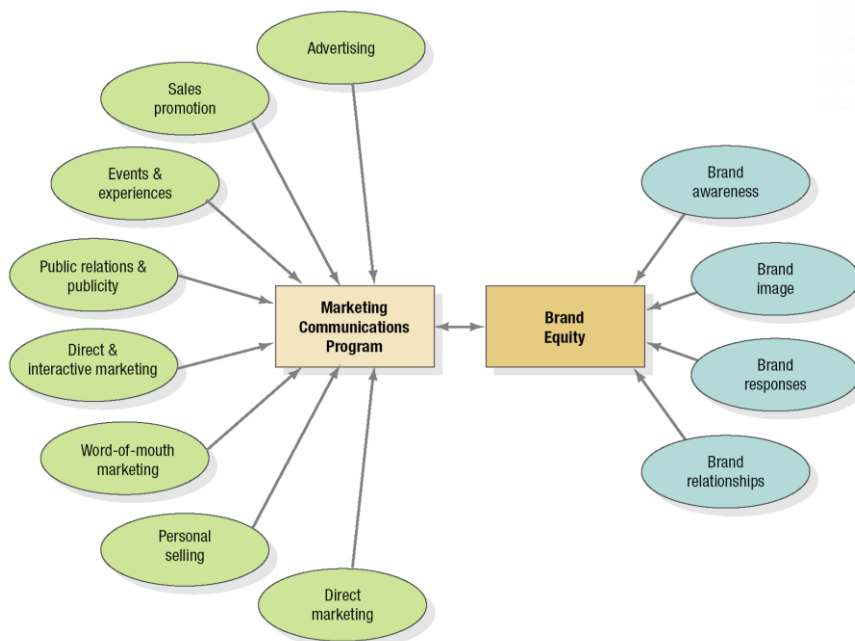
program and brand equity. As it is clear from the figure, each tool shapes an opinion about the brand in the eyes of the customer.

Figure 1: Various communication channels

Source: http://highoctaneboost.com/

Figure 2: Integrating marketing communications to build brand equity

Source: freshpeel.com, 2008

IMC do not happen automatically. All the elements of the communications mix have to be carefully planned in such a way that they form a consistent and coherent integrated communications plan. As a consequence, IMC can only be implemented successfully if there is also a strategic integration of the various departments that are responsible for parts of the communications function. Indeed, advertising, public relations, sales promotions and

personal selling in most companies are traditionally managed by separate divisions that seldom communicate with each other, let alone take account of each other's priorities or integrate their efforts. Successful IMC rests on the existence of one communications manager who has the authority to supervise and integrate all the specialised communications functions of the organisation. Often this will imply a radical change in the structure of the organisation, and that may be the most important reason why IMC have not been implemented in most companies.

Traditional communications strategies are based on mass media delivering generalised transaction-oriented messages. Integrated communications are much more personalised, customer-oriented, relationship-based and interactive. They are aimed not only at changing awareness and attitudes, but also at directly influencing behaviour. Integration is not synonymous with relationship marketing, satisfaction management or interactive communications. These principles may well be put in practice by means of a 'classic' communications strategy. However, by means of integrated communications the key objectives of modern marketing can be reached much more effectively (Pelsmacker, 2010).

Social media as a part of marketing communications mix

For a start, to understand marketing communication on social networks it is very important to know the difference between marketing communication "tool" and marketing communication "channel". There are various marketing communication tools, some of them are mentioned previously in this text. Most frequently mentioned tools are advertising, personal selling, sales promotion, public relations, direct marketing and events and experiences.

Marketing communication channel, on the other hand, is a way how communication travels from the source to the recipient (Belch, G. E., Belch, M. A., 2007, p. 140) or device that allows the transmission of messages between an organization and its customers. As a marketing communication channel we can consider anything that is able to transmit or send the marketing communication messages, such as television, radio, print media, internet, social networks etc. (Pickton, D., Broderick, A., 2001, p. 199).

Therefore marketing communication tool can be defined as a way of communication, and marketing communication channel as anything that enables the transmission of the marketing message from the source to the recipient.

WEB 2.0, UGC AND SOCIAL MEDIA

To understand accurately the possibilities that social media are offering to the marketing communication it is necessary to clearly define what we understand by the term social media. Social media, Web 2.0 and UGC are terms, that many marketers and academic researchers know, still they use them imprecisely and interchangeably. The terms are closely related and independent, however, it is necessary to clarify individual nuances between their meanings in order to be understandable to everyone from the worldwide marketplace.

The aim of this chapter is to explain the differences between terms from the social media world mentioned above, present possibilities of social media use and analyze their significance in the world of business. To achieve this aim, a technique of meta-analysis is used.

Web 2.0 can be defined as technologies that enable users to communicate, create content and share it with each other via communities, social networks and virtual worlds more easily than before. Such tools and technologies emphasize the power of users to select, filter, publish and edit information (Jussila, Karkkainen, Heli, 2014). Web 2.0 can be thought of as

the technical infrastructure that enables the social phenomenon of collective media and facilitates consumer-generated content (Berthon, Pitt, Plangger, Shapiro, 2012), as can be seen in Figure 3. Social media can be thought of as focusing on content, and consumer generation on the creators of that content. Simply,Web 2.0 enables the creation and distribution of the content that is social media.

Figure 3: Web 2.0, Social Media and Creative Consumers
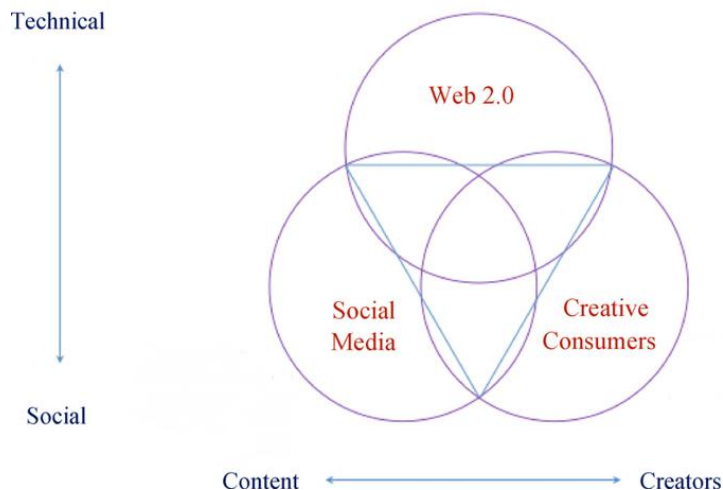
Source: Based on Berthon, Pitt, Plangger, Shapiro, 2012

Creative consumers are the new locus of value in Web 2.0., the dynamos of this new media world. It is they–rather than firms–who produce much of the value-added content in social media, and it is their networks of friends and associates that constitute the social (Berthon, Pitt, Plangger, Shapiro, 2012). User Generated Content (UGC) can be seen as the sum of all ways in which people make use of Social Media (Kaplan, Haenlein, 2010). UGC can be any form of content created by users, e.g. videos, pictures or text.

Social media can be divided into two words – social and media. The first word, social, refers to a human need to communicate and to connect with other humans. The term media refers to the means which humans use to communicate and connect with others (Safko, 2012). Social media, according to Gould (2013), are "…web based tools for interaction that, in addition to conversation, allow users to share content such as photos, videos, and links to resources." The media are essentially "vehicles" for carrying content. According to other definition, social media is the media that allows one to be social, or get social online by sharing content, news, photos etc with other people (Taprial, Kanwar, 2012). Social media can be classified into following seven categories:

- Social networks (Facebook, LinkedIn, Myspace)
- Blogs, videoblogs, microblogs (Twitter)
- Forums and Q&A portals (Yahoo! answers)
- Wikis (Wikipedia, Google Knol)
- Social bookmarking sites (Digg, Jagg, delicious)
- Shared multimedia (YouTube, Flickr)
- Virtual worlds (Second life, The Sims) (Kozel, Mynářová, Svobodová, 2011).

Scoble sees the categories of social media differently and introduces so called Starfish diagram, in which he classifies social media with use of more categories.

Figure 4: Starfish diagram

*Source: darrenbarefoot.com, 2011*

Harris (2009) objects that Scoble's Starfish diagram shows the main groups but does not give any idea of functional relationships. Although the model is attractive, it does not show the functionality of various social media platforms. To show how platforms and apps relate to how people can use them, he created a social media wiring diagram. In the diagram, seven platforms are defined:

- Blogs (including microblogs)
- Social networks
- Forums (including discussion boards)
- Shopping (e-commerce)
- Wikis
- Multimedia
- Social bookmarking

Social media interactions for each of these platforms are categorized into five separate functions. These functions are:

- Create
- Comment
- Rate
- Profile
- View
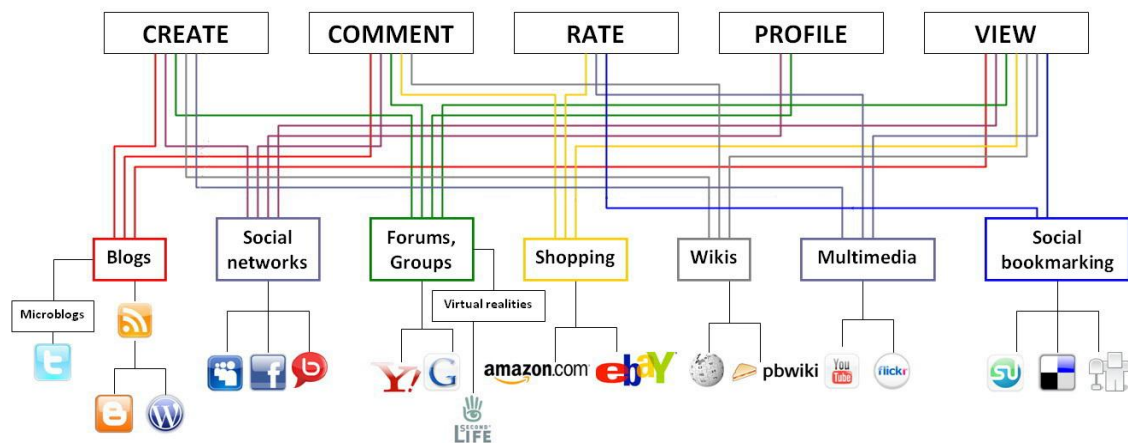
The figure 5 shows how the platforms and functions are interconnected. By evaluating users comments, ratings, or page views, companies are able to see how effective a marketing strategy is working and adjust until a successful strategy is found. As will be seen in the practical analysis portion, this played a huge role in determining how Manpower's presence was perceived in both the United States and the Czech Republic.

Differences between marketing communication on social media and marketing communications in traditional media

Social media offer quite different possibilities of marketing communication than traditional media. Colliander (2012) points out that social networks are more effective than traditional media in brand positioning and brand perception. Users that have been exposed to the marketing message on blogs have more positive attitudes toward the brand than those who have been exposed to marketing communication in online magazines. Basic differences between marketing communication on social media and marketing communication in traditional media are that in marketing communication on social networks users have the chance to participate actively and that social networks allow two–way communication (Zarrella, 2009).

In addition to interactivity and two–way communication Hausman (2012) also mentions the following differences between marketing communication on social networks and marketing communication in traditional media (Table 2).

As in marketing communication via traditional media, so it is also important in marketing communication on social networks that we use integrated marketing communication, namely, that all messages coming to the user are aligned with each other.

Table 2: Differences between marketing communication on social networks and marketing communication in traditional media.

Marketing communication on SM	Marketing communication in traditional media
Open system	Closed system
Transparent	Non-transparent
Personal communication	Mass communication

User oriented	Product oriented
Users co-create the content	The content is created by professionals
Unique content	Polished content
Free platform	Paid platform
Measuring the effectiveness: participation, user involvement	Measuring the effectiveness: reach, frequency
Players: users, opinion leaders	Players: celebrities
Community-driven decisions	Economy-driven decisions
Unstructured communication	Controlled communication
Informal communication	Formal communication
Active user involvement	Passive user involvement
Low costs	High costs

Source: Based on Hausman, 2012 (edited)

## Advantages, disadvantages and significance of social media

Organizations must start recruitment where the people are to be found. Especially generation X and Z are on the Internet and widely used social networks. The exponential growth of social media sites (Strauss, Frost, 2012; Janouch, 2011) provides access to huge numbers of people who are looking for a new job and a new career, who offer their abilities and experience, and who want to develop personally and grow professionally. That presents an opportunity for recruitment.

Especially social media as a tool for recruitment can no longer be ignored. As Bersin (2007) says, "social media have disrupted and infiltrated every major HR process" including recruitment. Madia (2011) adds that reasons for a use of social media in recruitment strategy have been clearly documented and the companies that choose not to engage "…risk becoming less competitive at best, and irrelevant at worst."

According to 2013 Jobvite survey of social media use by corporate recruiters, 94 % of respondents indicated that they are currently using or they are planning to use social media on behalf of recruitment efforts. That represents an increase in comparison with 78 % in 2008 and 89 % in 2011. LinkedIn (94 %), Facebook (65 %) and Twitter (55 %) are the top networks of choice for recruitment purposes, followed by a group consisting of RSS, G + and YouTube. It could be pointed out that various social media channels are suitable for various activities, e.g. search for candidates, showcase employer brand etc. (Jobvite, 2013).

In general, according to the 2014 Social Media Marketing Industry Report, the most important social platforms are Facebook, LinkedIn, Twitter, Blogging and Youtube (Stelzner, 2014).If the marketer had to decide which social medium to use and had only one choice, that medium would be Facebook. This statistic is showed in the figure 6.
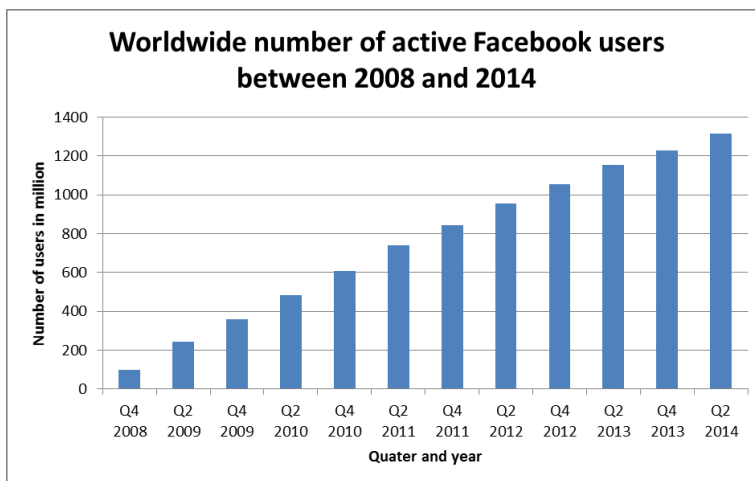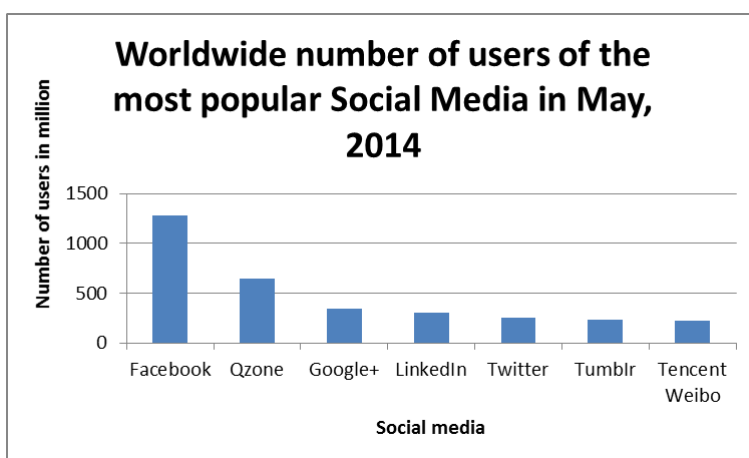
Figure 6: Most popular Social Media
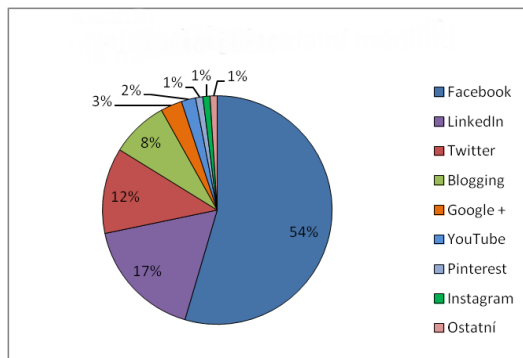
Facebook, the most widespread online social network, counts currently more than 1.3 billion users worldwide. There are also other social networks that can provide a link between companies and customers all over the world. Figures 5 and 6 show a growing number of Facebook users and the most used social networks in the world.

Figure 7: Worldwide number of active Facebook users between 2008 and 2014

Figure 8. Worldwide number of users of the most popular Social Media in May, 2014

To start with advantages of social media (Brookins, 2013; Bhanot, 2013; Nibusinessinfo, 2013):

- most of them also offer fully free options, for example Facebook and Twitter profile, writing blogs and/or participating on blogs from other authors, participating in forums, posting videos on YouTube, etc
- possibility to fully use the power of viral marketing - because viral marketing messages can spread very quickly among users, and as a result the marketing message will reach a wider range of users than it would with the use of traditional ways of marketing communication
- people appreciate other people's opinions, which means that in the future we will no longer look for products, but the products will find us through recommendations of other users on social networks.
- most social networks reach globally, which means that the marketing message can at low cost reach users all over the world very quickly
- a very broad base of users
- the
- interaction with users (which results in an increased loyalty)
- the fact that the compelling content attracts the attention of potential customers and increases brand awareness
- the ability to react quickly to the industrial development (which may highlight the professionalism of the company or its employees)
- the possibility to react quickly to the feedback posts
- the fact that this type of communication can increase customer loyalty.

In addition to the mentioned advantages of social networks compared to the other marketing communication channels, social networks also have some disadvantages and pitfalls, which those who communicate with users on social networks should be aware of. Those disadvantages of marketing communication on social networks compared to their advantages are insignificant, but they should nevertheless be taken into account. The disadvantages are as follows:

- managing the profile requires time, a certain degree of effort and a certain level of knowledge
- the possibility of negative feedback from the users
- the lack of control over the users' responses
- difficulty in selecting the right network to achieve the objectives
- users sometimes see marketing communication on social networks as intrusive

Methodology

The following illustrates our analyses and findings of Manpower's social media presence in the United States and in the Czech Republic. The information for both of these analyses comes from Manpower's respected social media pages, each labeled by their respective country. (i.e. Facebook page – Manpower US and Manpower Czech, or the Twitter accounts @Manpower_US and @ManpowerCzech.) Though there is an overall company image of professionalism and employment expertise that is spread globally, each country has a social media marketing strategy to reach users in their countries due to the citizens' different uses and expectations of social media. This analysis looks to compare how both the US and Czech Republic branches of Manpower use social media to reach potential recruits as well as recommendations for more effective use of social media.

Our approach to this analysis can be seen using Figure 8. The focus was three criteria: Presence, Strategy, and Reception. Presence refers to how active an account may be on a social media site.

Strategy refers to targeted audience and how a message may be conveyed. Reception refers to the response of users to Manpower's posts, whether that is through likes, shares, or comments.

Media	Facebook	LinkedIn	YouTube	Twitter
Presence	How active is the Facebook page? -Number of followers - Frequency of posts? - Created vs shared posts?	How prevalent are HR and other employees about marketing Manpower? - Posting job opportunities? - Posting positive Manpower events/news?	How active is the YouTube Account? - Number of videos posted	How active is the Twitter Account? - Number of posts - Number of followers - Number of Following - Nature of Following (people, businesses, mix?)
Strategy	Nature of posts -Frequency? - Link to Manpower website or other websites? - Is wording geared towards a certain demographic? (age, profession, etc.) - Compare number of posts by Manpower to posts Manpower is tagged in	Nature of posts -Frequency? - Link to Manpower website or other websites? - Is wording geared towards a certain demographic? (age, profession, etc.) - Event postings? - Job postings?	Nature of Videos -Advertisements? - Informational? - Educational?	Nature of posts -Frequency - Link to Manpower website or other websites? - Is wording geared towards a certain demographic? (age, profession, etc.) - Compare number of posts by Manpower to posts Manpower is tagged in
Reception	Effect of posts - Number of likes - Number of shares - Number of comments - Are comments positive or negative	Effect of posts - Number of likes - Number of shares - Number of comments - Are comments positive or negative	Effect of videos - Number of likes - Number of shares - Comment attitudes	Effect of posts - Number of likes - Number of shares - Number of comments - Are comments positive or negative

Our approach to evaluating these media was looking at 3 criteria: Presence, Strategy, and Reception. By presence, we evaluated what sites Manpower was using as a means of marketing their company and how active these accounts were. For example, Manpower's Facebook account had the largest number of followers among all social media platforms they used as opposed to YouTube where they had very few followers. For strategy, we looked at what appeared to be the goals of these posts. Was Manpower trying to educate users about job and interviewing skills? Or were they trying to advertise job opportunities? Lastly we looked at reception of these posts by users. Since social media sites are by their nature active and dialogical, we measured Manpower's posts by the number of likes, comments, or shares per post. This would give us an idea of how much users are engaging with Manpower's material. We hoped to compare these measurements and strategies between Manpower in the US and Manpower in the Czech Republic to find any similarities or differences in user expectations and business strategies.

Company introduction

Manpower is a multinational company whose purpose is to provide assistance in recruitment, training, and career management. This purpose provides the basis for how Manpower would like to build their image and gain clients. As will be seen through an in-depth analysis of Manpower's social media presence, strategy, and reception in websites like Facebook, LinkedIn, and Twitter, it will be evident that Manpower's goal is to illustrate to potential clients that Manpower is an expert in the fields of recruitment and employee preparation.

Social media analysis

Social Media Review - Manpower, Milwaukee

LinkedIn

LinkedIn is Manpower's most successful branch of social media promotion. With over 35,000 followers and almost 5,000 employees on LinkedIn, Manpower clearly has a powerful presence on this website. To increase this presence, Manpower has also built many specific pages for different interests. This includes pages such as Manpower Group, Experis, and Right Management. By providing pages like these, Manpower most likely hopes to build a more focused track for prospective clients to find what they need from a company like Manpower. Because mass communication has such problems of being so easy to overlook, by providing more specified pages that can meet potential client needs, Manpower is increasing the likelihood that people will not just pass over postings and be more receptive to Manpower's communications.

In addition to the multiple pages Manpower has created on LinkedIn, a large part of Manpower's social media strategy can be understood through the nature of their posts. Primarily, Manpower's posts are articles relating to bettering employees. This can be through articles on recommended skills, do's-and-do-not lists, and interview skill recommendations. These posts are typically done on a daily basis. Initially what these posts do is show the users of LinkedIn that Manpower is an expert in the field of employment and they are constantly looking to further their understanding of the industry. These posts are also typically links to Manpower's own website. This is a subtle way for Manpower to make their brand connotative with employment expertise. For example if a person would like to learn interviewing skills and they read a Manpower article on the subject, they will subconsciously relate Manpower to the helpful advice. Manpower does also post articles from other websites. This also adds to Manpower's strategy by providing some credibility. Their LinkedIn page is no longer purely a conduit for them to promote themselves and their website, but also to just provide helpful advice. Their primary goal is to give people the information that needs, whether or not it comes from Manpower. This builds credibility for Manpower by showing that their concern is more about building better employees and not purely getting clients.

The reception of this strategy is probably best understood through the number of likes and shares by LinkedIn users. Typically, these posts get high number of likes ranging from 20s to some posts getting over 100 likes. The shares and comments are lower in number, maxing out around 5 shares for a post and maybe 2 comments on a post. The low number of shares may be due to the targeted users being unemployed persons. Unemployed people are more likely looking to gain knowledge than spread knowledge, so this level of activity is understandable based on Manpower's approach. From these results, it can be concluded that Manpower's strategy and reception are relatively successful.

Facebook

Facebook is Manpower's second most effective social media presence. They have two pages, Manpower Group Solutions with 600 likes and Manpower US with almost 30,000 likes and a 3.5 star review by users. Based on the number of followers and an above average review, Manpower has a noticeable presence on Facebook. They have tried to expand this presence through links to their Facebook page on their website, and linking to other social media such as their YouTube and Twitter accounts. In this way, though their usage of Facebook may not be aggressive, by having links to this

page and others connecting their social media presence, Manpower has made it easier to pull users into viewing their pages.

Manpower's strategy on Facebook is not that different from their LinkedIn page. Their posts are primarily business articles relating to employment and recruitment. Most likely because Facebook is not a very professional space, by linking to websites like YouTube and Twitter, Manpower hopes to create a casual approach to their branding by providing the same information in the articles, but in more accessible media like video. Based on this, it can be concluded that Manpower wants to continue to build a brand of expertise in the area of recruitment and employment, but had to change their approach to this brand on Facebook by being more casual about their approach.

The reception of Manpower's Facebook marketing can also be measured through the number of likes, shares, and comments on each post. The majority of Manpower's posts have very few likes and shares and typically no comments. Overall the approach seems unsuccessful based on reception and that is most likely due to the environment. Facebook is a place where people go to share social experiences. While the majority of Facebook posts are comical and fun pictures and videos, having the same format media discuss business topics like employment and recruitment are more likely to be glanced over by the typical Facebook user. Manpower seems aware of this as their number of posts has decreased over time to only a few posts a month.

Twitter

Manpower's Twitter account is very similar to their Facebook account. Both platforms are intended for social, casual uses. Their twitter, @manpower, has roughly 10,800 followers and has tweeted about 2,000 tweets. Despite having a reasonable following, the number of tweets written by their account and the extremely rare instances of being retweeted, it seems that Manpower is not trying to give itself a huge presence on Twitter.

Manpower's strategy on twitter seems to be the same as on Facebook. Almost all posts are job opportunities and articles to assist people in employment. In this way they are continuing their strategy of being the expert in their field. Unfortunately, their strategy does not invite other people to participate on the social media. Instead, they are on twitter, and these other media platforms, for the sake of being there when a person needs them. This is a more passive strategy because they are not limiting their scope to the unemployed or more targeted audience, but it can still be affective. People's employment can change instantly, and by Manpower being there for everyone all the time, they are keeping their opportunities open.

As for the reception of Manpower's Twitter marketing, it does not seem like there are huge results. The account tweets about once a day with rarely any favorites or retweets. A large audience probably sees these tweets, like their Facebook posts, but the audience is not engaged to do anything with these posts. Manpower fails to adjust their style of marketing to the social media they are using. All of their posts are similar to their LinkedIn page, but Manpower fails to realize those posts only work on LinkedIn because of the audience using LinkedIn. Manpower needs to adjust their strategy for the social media platform they are using and the audience that uses that platform. In this way, Manpower could use social media marketing much more effectively.

YouTube

YouTube in recent years seems to have become a smaller priority for Manpower's marketing team. Their entire account has 35 videos over a couple of years with few additions in the past 4 months. Ties to their Facebook account really seemed to be the only other feature that was to help increase their presence through increased traffic.

The strategy Manpower had been using when this account was very much geared towards showing expertise. These videos were similar to the content of the articles turned into video content. Similar to the goals of using Facebook, this approach is a more accessible method of sending the same message and brand recognition that Manpower is looking for. These videos are made to illustrate expertise and that is exactly what they do.

The reception of these videos has been minimal at best. The majority of these videos have received on average a couple hundred views, which on a scale of all YouTube videos, is quite small.

These videos have failed to attract the kind of audience that Manpower has desired for and it seems like they are well aware of this because they have not created a video in over 4 months. Based on this reception, it would be better for Manpower to focus more energy on LinkedIn or change their approach to video by possibly changing which website they use to promote thse videos. YouTube tends to be more a more casual environment and is a place businesses rarely look to for professional content.

Manpower's Blog

Manpower's blog seems to be a place where Manpower can thrive doing what they know best. On this blog, Manpower is able to publish think pieces about current market trends, employment opportunities, and general advice for any interested parties. These articles are clearly geared towards the same audience as all of their other marketing attempts. The articles discuss business topics tending towards employment and recruitment trends and opportunities. Their presence is hard to determine without interviewing the personnel in charge of the blog, as there is no viewing tracker available. What is available is the comment section on each blog post. Similar to all of Manpower's other social media platforms, these blogs fail to start a lot of conversation. The articles with the most comments tend to be those that offer prizes for people who comment. This does seem to be slightly effective seeing as these articles do pull a larger crowd. This could also give some confidence to the blog because it could suggest that the blog does in fact have a decent sized audience.

Mobile App

Manpower has taken strides towards more innovative marketing approaches through their creation of Manpower designed mobile phone applications. Their primary application is a job search app for the iPhone. Though they have not built many applications, the fact that they are one of the few businesses creating mobile phone apps does increase their presence by being one of the few companies doing this.

Their strategy for this tool seems to be by using this application for job searches instead of other competitors like monster, Manpower is building a connection between their brand and the search for jobs. This can be a very effective method if they can get build this application to be so effective that everyone is using it, Manpower could then become the go-to source for job searches. This strategy is also targeting younger, new to the job market individuals based on the average age of mobile phone apps being below 30 years old.

Unfortunately, the reception on this application has not been positive. The application has received 155 reviews on the Apple Application website, with an average review of 2/5 stars. The application has been reported to freeze on the users and have very annoying music play constantly when the application is opened. This bad press and poor reliability has severely hurt Manpower's chances at using this marketing tool effectively. If they were to put forth more effort towards the mobile phone app instead of less effective marketing areas such as YouTube, they could turn it around, but huge changes would be necessary.

Google+

Manpower has not put forth much effort towards using Google+ as a marketing tool. Their page consists of a stock photo, office location, and contact information. Manpower most likely lowered Google+ on their priorities due to Google+'s low popularity in the United States. Since very few people are using it, and even fewer are using it to look for business advice, it makes sense that Manpower would not use Google+ as a marketing tool.

Social Media Review – Manpower, Czech Republic

Facebook

Facebook is Manpower's most successful communication channel on social media in the Czech Republic. Manpower Group Czech Republic has more than 1.000 likes and a 3.5 stars review by users. To provide companies with innovative workforce solutions that help them gain competitive advantage, as Manpower claims to do, they would need to work a bit harder to broaden their fan base. Facebook page contains a direct link to their website where a person can find more about company

values, researches, news and many more. Manpower is very active on Facebook; daily posts, sometimes even several times per day. It is obvious that there is certainly a huge effort to communicate with people. Shared posts definitely prevail over created ones.

Manpower's posts on Facebook are mostly shared business articles regarding trends and tips in recruitment as well as job offers. Most of the articles are focused on what employees expect from their employers and similarly what employers expect from their employees. There are several articles which deal with tips how to become a better employee to improve a position at a labor market. A lot of articles aim directly at students or post-grads, young professionals looking for employment in general.

The reception of Manpower's Facebook page is probably best measured through number of likes, shares and comments on posts. Almost all posts have no comments and only some have very few likes and shares. Manpower's approach, even though it is clear that they are trying their best, seems unsuccessful. With more than 1.000 fans they should definitely receive more feedback. Overall, with some exceptions, Manpower tries to act professionally, even though Facebook is usually perceived as a casual social medium. In this environment, people should share their experiences and opinions and Manpower could facilitate this discussion by providing a space for discussing employment possibilities and strategies, but with the same casual tone that people expect when using Facebook.

LinkedIn

LinkedIn is Manpower's second most used social communication channel. With a total number of around 400 followers and only 22 employees on LinkedIn, Manpower is not putting a huge stake in LinkedIn as a useful marketing tool. Even though Manpower has built specialized companies to help people fulfil their needs and reach their goals, such as Experis and Right Management, it does not look like this strategy is working.

Manpower's strategy on LinkedIn seems to be similar to that one that is being used on Facebook. Most of all posts are articles related to bettering employees and hot trends and tips in recruitment. There are some differences between communications on LinkedIn in comparison with Facebook though. The number of job offers, which Manpower offers on their LinkedIn page is definitely bigger than on the Facebook page. Also Manpower adjusts their tone to LinkedIn by posting more professional material such as articles instead of humorous pictures or videos. A majority of articles, unlike on Facebook, are created articles by Manpower which lead directly to their own website. Shared articles again show results of surveys or research conducted by other companies on topic of contemporary trends in HRM, which Manpower uses to support their claims. Regarding post frequency, it is not as frequent as it is on Facebook with an average of one post every few days. The overall approach Manpower has been using on LinkedIn seems to be the same as it is on Facebook; the page serves as a professional space where a person can find a job offer, use services of Manpower, and get advice about how to become a better employee. The company does not promote only itself, but it also tries to create a picture of caring company that looks after people.

The reception of Manpower is again probably best understood through the number of likes and shares by LinkedIn users. Most of the posts have 0 or maximally 1 like, with only few getting over 5 likes. Shares and comments are even rarer, people do not tend to discuss almost at all. Low number of likes, shares and comments could be a result of low number of people following Manpower on LinkedIn or just a fact that most of the people have already found a job and they are not checking the page anymore.

Google +

Google + is third most used social medium in terms of number of followers. This social medium has become more and more popular in recent years. Even though the page has only 100 followers, it has been viewed almost 30.000 times. The page consists of information about the company, photos, videos which can be also found on YouTube and posts. The nature of the posts is almost identical to that used on LinkedIn page.

Twitter

Manpower's twitter account is very similar to their Facebook account. Their account @ManpowerCzech has only 45 followers and has tweeted only 39 times, which represents an average 3 tweets per month.

The content of twitter page is almost the same as on Facebook page with some additional quotes and pictures ending with question mark and related to work. Manpower perhaps hopes to start a dialogue but this strategy does not seem to work. There are no comments on any of these actions to start a chat. Only in two cases Manpower's tweets were retweeted. Since Manpower's twitter account is receiving little to no responses for each tweet and since they are tweeting so rarely, Twitter does not seem to be a viable marketing tool for Manpower.

YouTube

YouTube is the least used social medium of all Manpower's communication channels. With only 7 videos, 6 followers and 780 views it seems that it is a small priority for Manpower's marketing team. All videos were added 4 months ago and since that time there has been nothing going on. The message those videos carry is related to starting a career, as it is on other Manpower's social media. Video is generally more accessible way of acquiring information for people rather than text and the results in terms of total views should therefore be in favor of video. According to results it is not as expected. Presence of Manpower on YouTube is weak and videos have not helped to bring more audience. 780 views is not a success and Manpower should focus on social media that are worth focusing on.

Conclusion

Social Media Analysis - Manpower, US

Manpower's social media strategy in the United States seems primarily to be driven by presence. They have a page on just about every social media site including Facebook, LinkedIn, Twitter, YouTube, etc. They have even tried to expand into growing areas such as Mobile Apps and blogs. As noted by Michail Takach, Manpower's Digital Marketing Director in Milwaukee, the goal of this presence is to be as visible as possible so that potential recruits and potential clients can be reached by their preferred social media platform. The marketing team in the US seems very sensitive to the fact that people in the United States are using a large number of social media sites, and because of that expansive use, Manpower does not want to discriminate against potential clients based on social media preference.

Manpower in the US is also very sensitive to the connotation of social media in the US. For example, people use Facebook primarily as a casual place to post pictures and short pieces of information while LinkedIn is a more professional site where people are more willing to read longer, thoughtful pieces regarding business changes or advice. From this knowledge, Manpower US edits their marketing based on the site. On Facebook, for instance, Manpower posts inspirational quotes, or images with concise facts while on LinkedIn they will post articles on job interview advice. This way, Manpower is able to pander to the desires of users and be less likely to be ignored. However, despite the edits, Manpower continues to have its overall image of employment expertise by keeping their messages around employment advice. The only change is the tone and format of the message. As mentioned earlier, these sites are used for different activities. By being aware of this and using it to edit their phrasing and method of engaging users, Manpower US has given themselves a marketing advantage.

Manpower US has had some success with this approach. Their LinkedIn page has pulled about 35,000 followers, their Facebook page has pulled in about 30,000 likes, and their Twitter page has about 11,000 followers. They are not dominating the social media world by any means, but they have gotten a sizable following, nor have they garnered a large number of comments, likes, or shares on their posts. Typically 10 or less likes per post with a max of 5 comments on a post. Unfortunately, their strategy of extreme presence has also led to Manpower US having unsuccessful social media projects such as their mobile phone app which currently has a one-star review due to its problem with freezing and overall dysfunctionality. Their YouTube page has also failed due to very low number of views and comments. Due to this, Manpower has ceased to use these platforms in their marketing

mix. Also, despite pulling a large number of views, Manpower US can better their marketing approach through more interactive uses of the social media to make users participate more on these platforms that are made for participation. Their posts rarely receive much attention or input from users through likes or comments, so it is difficult to measure the success of these posts. However, seeing as social media sites are defined by their social nature, a lack of conversation between Manpower and users on these posts could be read as a failure. By making their marketing more interactive, more in-line with how social media sites are used, users will be more impressed with Manpower and the services they can provide for the users.

Social Media Analysis – Manpower, Czech Republic

Manpower Czech Republic has a similar presence on social media to that of Manpower US. They have pages on Facebook, LinkedIn, Twitter, etc., just about every platform other than the mobile phone app. This strategy seems to be the same as in the United States, such that Manpower can be wherever potential recruitments and clients may be.

More importantly than Manpower-Czech Republic's presence is how their message is conveyed. Similar to Manpower US, Manpower Czech Republic has an overall image in their marketing of employment expertise. Their posts all relate to employment opportunities and advice on how to get employed. An important distinction between Manpower US and Manpower Czech Republic is the difference in tone editing. In the United States there are distinct expectations regarding the content of a social media site and those expectations have determined how Manpower's message is written. In the Czech Republic, these expectations of social media content are not as well defined. Social media has really only been used in the Czech Republic for the past 5-10 years (Creighton, 2011). Because of social media's infancy, the expectations are not as well developed in the Czech Republic. This has led to a copy/paste method of posting on social media sites. No matter what the site is, Manpower Czech Republic will post the same article, picture, or general information on every site they are currently using. This can be useful by giving Manpower a constant image to users. By changing their posts depending on the social media sites, there is the possibility that Manpower Czech Republic could have conflicting information on different sites leading to user confusion. According to an employee in Manpower Czech Republic's marketing department, they are looking to move away from this approach and do something similar to Manpower US, but as of yet no changes have been made.

Overall, the reception of Manpower's marketing approach on social media sites has been little to none. They have pulled in a following comparable to the United States with 1,000 likes on Facebook and 400 followers on LinkedIn. Though these numbers are low, it is important to note that it is primarily the younger generations on these social media sites and the United States' population is about 30 times larger than the population of the Czech Republic. Despite these low numbers, however, Manpower Czech Republic has a huge opportunity for their marketing. Czech citizens are still learning social media's capabilities and what benefits they can receive through its usage. Manpower can lead this education process by providing users with interactive material that gives users opportunities to discuss employment problems and possibilities. Manpower Czech Republic can be one of the leading forces in showing the benefits of using different social media through discussion and job opportunities.

Manpower US and Manpower Czech Republic both have large social media presences but neither really knows effective ways of using it. Manpower US is more sensitive to social media users' expectations of the material on their sites and they work to edit their message to these expectations, but they lack really any user participation. Also, since social media is so expansive in the United States, Manpower US has attempted to reach people on all of these forms of social media, which lead to using resources on social media sites that did not help their marketing. Similarly, Manpower Czech Republic has not engaged users well either. This is partially due to the nature of the posts being informative and not participatory, but it is also due to users in the Czech Republic not knowing what else social media sites can be used for other than socializing. Therefore our recommendations for Manpower US and Manpower Czech Republic are as follows:

- Create participatory material for users

- Understand the tone of social media sites and edit messages to that tone
- Give users an immediate benefit to social media participation

As the younger generations in the Czech Republic begin to take larger roles in businesses and as newer generations continue to adopt social media as a way of communicating, we expect in the next few years for social media usage in the Czech Republic to be more similar to its use in the United States, and with that the social media marketing approaches will become very similar as well.

References

Barefoot, D. (2007). Scoble's Starfish [online]. DarrenBarefoot.com. [accessed 2015-08-03] Available at: <http://www.darrenbarefoot.com/archives/2007/11/scobles-starfish.html>

Belch, G. E., Belch, M. A. (2007). Advertising and Promotion: An integrated marketing communications Perspective. New York: The McGraw-Hill Companies, Inc.

Berthon, P. R., Pitt, L. F., Plangger, K., Shapiro, D. (2012). Marketing meets Web 2.0, social media, and creative consumers: Implications for international marketing strategy. Business Horizons 55(3), 261-271.

Bhanot, H. (2013). Advantages And Disadvantages Of Social Media Marketing [online] [accessed 2015-08-03]. Available at:
<http://narayan97.empowernetwork.com/blog/advantages-and-disadvantages-of-social-media-marketing>

Brookins, M. (2013). The Advantages of Using Social Media Marketing [online] [accessed 2015-08-03]. Available at: <http://smallbusiness.chron.com/advantages-using-social-media-marketing-18593.html>

Colliander, J. (2012). Socially Acceptable? Exploring Consumer Responses to Marketing in Social Media. Stockholm: Stockholm School of Economics.

Creighton, D. (2011). Social Networking and Recruitment in the Czech Republic. Expats.cz [online][accessed 2015-08-03]. Available at: <Social Networking and Recruitment in the Czech Republic>

Ferdous, A.S. (2008). Integrated marketing communications (IIMC). The Marketing Review, 8(3), 223-235.

Fill, C. (2005). Marketing communications: contexts, strategies, and applications. Harlow: Pearson Education limited.

Gould, M. (2013). The social media gospel: sharing the good news in new ways. Liturgical Press.

Grönroos, C. (2007). Service Management and Marketing. West Sussex. John Wiley & Sons.

Harris, R. (2009). Social media ecosystem mapped as a wiring diagram [online]. harrissocialmedia.com [accessed 2015-08-03]. Available at:
<http://harrissocialmedia.com/2009/social-media-ecosystem-mapped-as-a-wiring-diagram/>

Hausman, A. (2012). Hausman Marketing Letter, 16 Differences Between Social Media and Traditional Media [online] [accessed 2015-08-03]. Available at:
<http://www.hausmanmarketingletter.com/16-differences-between-social-media-and-traditionalmedia/>

Jussila, J., Karkkainen, H., Heli, A.-I. (2014). Social media utilization in business-to-business relationships of technology industry firms. Computers in Human Behaviour 30, 606-613.

Kotler, P. (2009). Marketing management. New York: Pearson/Prentice Hall.

Kozel, R., Mynářová, L., Svobodová, H. (2011). Moderní metody a techniky marketingového výzkumu. Praha: Grada.

McIntyre, R.P., Capen, M.M., Minton, A.P. (1995). Exploring the Psychological Foundations of Ethical Positions in Marketing. Psychology & Marketing, 12(6), 569–82.

Nibusinessinfo. (2013). Online business networking and social networking - Advantages and disadvantages of using social media [online] [accessed 2015-08-03]. Available at: <https://www.nibusinessinfo.co.uk/content/advantages-and-disadvantages-using-social-media>

Pelsmacker, P. (2010). Marketing communications: a European perspective. Harlow: Pearson.

Pickton, D., Broderick, A. (2001). Integrated Marketing Communications. Harlow: Pearson Education Ltd.

Safko, L. (2012). The social media bible: tactics, tools, and strategies for business success. Hoboken, N.J.: John Wiley.

Shimp, T. A. (2003). Adverstising, Promotion & Supplemental Aspects of Integrated Marketing Communications. Ohio: Thomson South Western.

Stafford, A. (2012). Major Key Objectives of Marketing Communications – Explained [online] [accessed 2015-08-03]. Available at: <http://www.marketingcommunicationsblog.com/major-key-objectives-of-marketing-communications-explained/>

Stelzner, M. A. (2014). Social Media Marketing Industry Report: How Marketers Are Using Social Media to Grow Their Businesses [online] [accessed 2015-08-03] Available at: <http://www.socialmediaexaminer.com/SocialMediaMarketingIndustryReport2014.pdf>

Taprial, V., Kanwar, P. (2012) Understanding social media. Bookboon.

Wilson, C. (2008). Marketers, MORE isn't always the answer [online] [accessed 2015-08-03]. Available at: <http://freshpeel.com/2008/10/marketers-more-isnt-always-the-answer/>

Zarrella, D. (2009). The Social Media Marketing Book. Sebastopol: O'Reilly Media, Inc.