



BACHELORARBEIT

Frau
Fenja Villeumier

**Customer Relationship
Management in Journalism in
the Age of Web 2.0**

2012

Fakultät: Medien

BACHELORARBEIT

Kundenbeziehungsmanagement in der Journalismusbranche im Zeitalter des Web 2.0

Autor/in:

Frau Fenja Villeumier

Studiengang:

Angewandte Medienwirtschaft

Seminargruppe:

AM09wK2-B

Erstprüfer:

Prof. Robert J. Wierzbicki

Zweitprüfer:

Ani Indshewa (MA)

Einreichung:

Mittweida, 23.07.2012

Faculty of Media

BACHELOR THESIS

Customer Relationship Management in Journalism in the Age of Web 2.0

author:

Ms. Fenja Villeumier

course of studies:

Applied Media Economics

seminar group:

AM09wK2-B

first examiner:

Prof. Robert J. Wierzbicki

second examiner:

Ani Indshewa (MA)

submission:

Mittweida, 23.07.2012

Bibliografische Angaben

Villeumier, Fenja:

Kundenbeziehungsmanagement in der Journalismusbranche im Zeitalter von Web 2.0

Customer Relationship Management in Journalism in the Age of Web 2.0

57 Seiten, Hochschule Mittweida, University of Applied Sciences,
Fakultät Medien, Bachelorarbeit, 2012

Abstract

Diese Arbeit untersucht den Einfluss des Web 2.0 auf Kundenbeziehungsmanagement im Bereich Journalismus. Hierfür werden die Kommunikationsstrategien eines internationalen, eines neuseeländischen und eines ausschließlich online verfügbaren Männermagazins verglichen. Dieser Vergleich dient dazu Veränderungen in der Anwendung von Kundenbeziehungsmanagement in den jeweiligen Magazinen darzulegen. Außerdem gewähren Experteninterviews tiefer gehenden Einblick in die Dynamik der durch das Web 2.0 ausgelösten Evolution in den Bereichen Kundenbeziehungsmanagement und Journalismus. Schließlich werden im Fazit die Effekte dieser Evolution in Hinblick auf Kundenbeziehungsmanagement im Bereich Journalismus beleuchtet.

Abstract

This work examines the impact Web 2.0 has on CRM in journalism. For this purpose the communication strategies of one international, one New Zealand and one exclusively online men's magazine are compared. Through this comparison changes in the magazines' approach to CRM are identified and expert interviews with editors give further insight into the dynamic of the evolution CRM and the journalism industry are going through. Finally, the conclusion illuminates the effects this evolution has on CRM in journalism.

Contents

Contents	V
List of Abbreviations	VII
List of Figures	VIII
Acknowledgements	IX
Structure of the Study	1
1 Introduction	2
1.1 Background - Change and Crisis.....	2
1.2 Research Goals and Research Methods.....	4
1.3 Definition of Crucial Terms	7
1.3.1 Customer Relationship Management (CRM).....	7
1.3.2 Web 2.0	10
1.3.3 Social Media	11
1.3.4 User Generated Content (UGC).....	13
1.4 Insight into the Conceptual Framework.....	15
1.4.1 Media Theory & Media History	15
1.4.2 Applied Customer Relationship Management	16
1.4.3 Online Journalism.....	21
1.4.4 Evolution of the Consumer	25
2 The Online Consumer	27
2.1 Demographics & Sociographics	27
2.2 Behavioural Attributes	29
2.3 Expectations & Values.....	30
2.4 Interim Result - The Online Consumer.....	31
3 The Case Study	33
3.1 Observations	33
3.2 Expert Interviews	34
4 CRM in Men's Magazine Journalism	35
4.1 Without the Web 2.0.....	37
4.1.1 Print Magazine.....	37
4.1.2 Point of Sale (POS).....	37
4.1.3 Subscription Services	38
4.2 Within the Web 2.0	39
4.2.1 Online Magazine.....	39
4.2.2 Online POS/ Search Engine Optimization (SEO).....	40
4.2.3 Online Subscription & RSS.....	41
4.2.4 Blogs.....	42
4.2.4.1 Private Blogs.....	43
4.2.4.2 Corporate Blogs.....	44
4.2.4.3 Microblogs (Twitter)	45
4.2.5 Social Network Sites.....	49
4.2.6.1 Facebook	49
4.2.6.2 Digg	51
4.2.6.3 Stumble Upon	52
4.2.6.4 Delicious	53
4.2.6 Forums & Communities.....	53
5 Conclusion	55
List of Literature	XI

Appendices XX
Eigenständigkeitserklärung XXII
Declaration of Originality XXIII

List of Abbreviations

ARS	Automated Response System
CMC	Computer-Mediated Communication
CRM	Customer Relationship Management
HHI	Household Income
IT	Information Technology
IVR	Interactive Voice Response
OECD	Organisation for Economic Co-operation and Development
POS	Point of Sale
ROI	Return on Investment
SEO	Search Engine Optimization
UGC	User Generated Content

List of Figures

Figure 1: Structure of the Study	1
Figure 2: Structure of the Introduction	2
Figure 3: Different Approaches to CRM	8
Figure 4: Demarcation of Crucial Terms	14
Figure 5: Structure of the Conceptual Framework.....	15
Figure 6: The Target of CRM – CRM as a Cycling Process	18
Figure 7: Evolution of CRM to SCRM – The Customer Takes Command	20
Figure 8: A Model of Crisis and Change in Journalism.....	24
Figure 9: Structure of the Online Consumer	27
Figure 10: Target Groups	29
Figure 11: Online Activities	30
Figure 12: Structure of the Case Study	33
Figure 13: Structure of CRM in Men’s Magazine Journalism.....	35
Figure 14: The Three Online Magazines.....	40
Figure 15: The Twitter Population	46
Figure 16: Reasons for Following Users.....	47
Figure 17: Reasons for Retweeting Content.....	48
Figure 18: The Facebook Population	50
Figure 19: The Digg Population	51

Acknowledgments

I would like to take this opportunity to express my gratitude towards the following people for their assistance and guidance in writing this dissertation.

First of all I would like to thank my parents for always having supported me mentally and financially during my whole education. Without them I wouldn't be writing these words today.

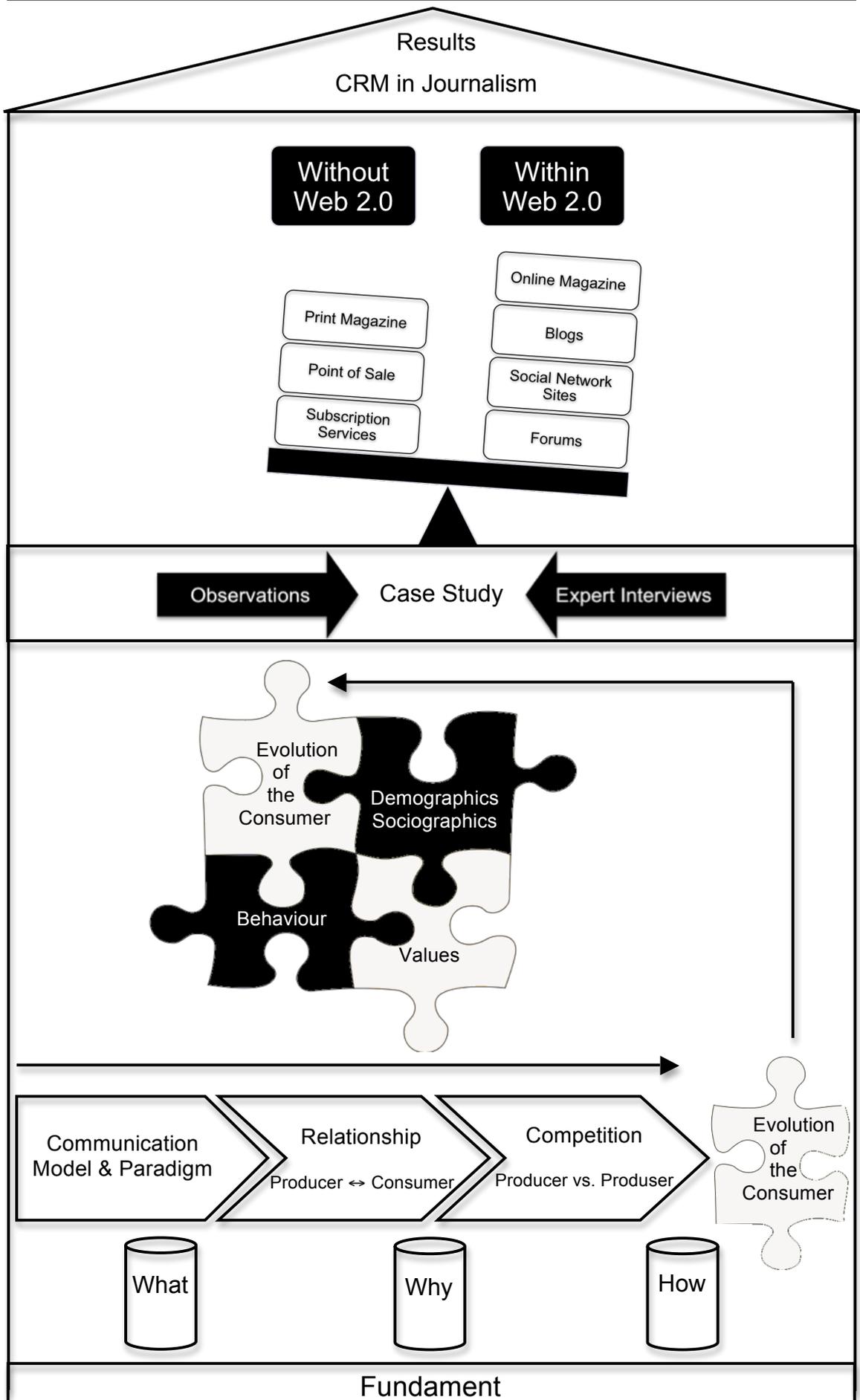
Secondly I would like to thank Professor Robert J. Wierzbicki and Ani Indshewa for supervising my work and giving me valuable advice.

Furthermore my thanks go to all those that have participated in my interviews and have shared with me their expert knowledge and long years of experience.

Finally, I thank all the friends that have proofread this dissertation and have given me valuable feedback and confidence, especially Kiara Chambers, Marsha van der Krabben and Veronika Schröder.

Last but not least I am grateful for the company and encouragement of Yonattan Valenzuela, who is always there for me.

This work is dedicated to my beloved grandmother Edith Villeumier, who has always embraced challenges and who has never given up on innovation.



1 Introduction

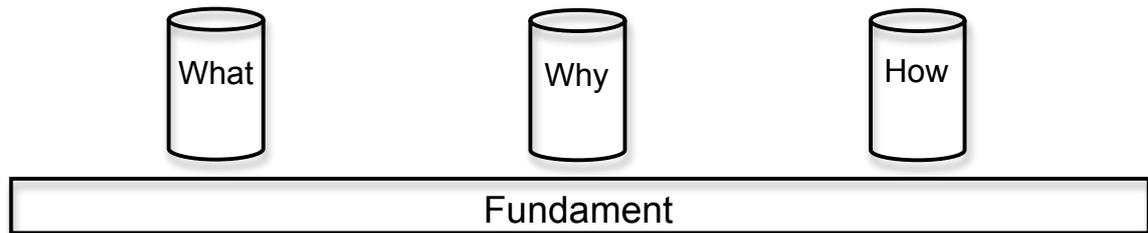


Figure 2: Structure of the Introduction

1.1 Background – Change and Crisis in Journalism

“It is not the strongest of the species that survives, nor the most intelligent, but rather the one most adaptable to change,” Clarence Darrow once said.¹ A statement that can be directly applied to today’s transition of media.

We are living in a time, in which change happens faster than ever. Technology is its “growing engine”.² If it was once said that every 50 years a technological innovation could be expected, today technical advances can be registered every single day. The speed of technological development has catapulted us into the digital era with its benefits and flaws alike. And as always when there is change, there are winners and losers, those embracing the opportunity and those being left behind with old traditions and values.

In 2005, media mogul Rupert Murdoch held a speech in front of the American Society of Newspaper Editors in Washington D.C.

“I didn’t do as much as I should have after all the excitement of the late 1990’s,” he told the gathering. “I suspect many of you in this room did the same, quietly hoping this thing called the digital revolution would just limp along. Well it hasn’t, it won’t, and it’s fast developing reality that we should grasp as a huge opportunity to improve our journalism and expand our reach.”³

Murdoch realized just in time that media had become the industry most drastically affected by the Internet. Because the perception of time and distance had changed, media of all kinds suddenly had to adapt to a world, where information from all over the globe is accessible 24 hours a day, in the depth and breadth

¹ U.S. House, 1988: 28 (since 1997 the quote has been attributed to Charles Darwin too)

² Toffler, 1970: 25

³ Murdoch, 2005 cited in Watkins, 2009: ix and News Corporation, 2005

the consumer requires. And what might be even more important to media business is that most of the content is available for free.

Financial aspects are one of the contributors to the journalism crisis, but are not going to be discussed in this essay. However, these financial issues can be related to another factor that abets the decrease in demand for journalistic content: the lack of effective customer relationship management (CRM). Happy long-term customers will be more likely to pay for online content as well. Yet, only if the online content is worth it and is able to bind the customer just like the print publication did. Even though they share parts of each other's content, the print and the online magazine both are products on their own right and they have slightly varying target groups even. It would be simple to just translate the offline strategy, insofar as it exists, to the online publication. But the Web 2.0 and its main population, the Digital Natives, have specific demands that editors need to identify, in order to satisfy this newly evolved target group.

This challenge is strongly related to future perspectives, as one day, not too far from now, there will be (at least theoretically) exclusively Digital Natives existing. Already today, we can see this new generation taking over the helm and operating in a world, where blogs and social media are employed as a matter of course. These new communication channels of the interactive Web 2.0 have left their mark not only on the lives of young people, but have also influenced the communication model of mass media. The recipient's role has irreversibly changed and so has the relationship between media and its customers.

1.2 Research Goals and Research Methods

It is this work's purpose to find out, how the recipient's role has changed due to the Web 2.0 and how this has affected customer relationship management (CRM) in journalism. Based on the analysis of the evolution of the customer and in consequence the evolution of CRM, this work aims at demonstrating how to integrate and leverage new online communication channels in CRM in journalism.

The following paragraphs will give a more detailed picture of research methods going through the chapters step by step. Furthermore secondary goals, which aim at clarifying the evolution of CRM and its effects, will be specified.

The first secondary goal **Chapter 1** aims to reach is providing the reader with a better understanding of contexts and terminological determinations. Therefore the introduction answers the three basic questions what, why, and how.

Paragraph 1.1 gave insight into the background and inspiration of this work. It explained why this work's topic of CRM in journalism is relevant in a contemporary context and whom it is relevant for. Consequential this work targets practising journalists and scholars working in the field of journalism. For this reason, after explaining the how, the research methods and goals here in **paragraph 1.2**, the delimitation of terminology in **paragraph 1.3** is based on the assumption that the readers have a deeper understanding of terms related to journalism. However, they do not necessarily know as much about the concept of CRM and might not yet have found journalism's place in the Web 2.0 and its labyrinth of applications. To make the relevant information on crucial terms more easily findable and understandable for the reader, at the end of every paragraph a short working definition is given reflecting the results of the previous defining process and the author's opinion. This working definition serves as a base for the rest of the work, just like the conceptual demarcation in **paragraph 1.4** that defines important concepts and notions in the area of CRM, journalism and the Web 2.0. Herein the same focus lies on all three components, as they are all crucial to the purpose of this work.

First of all the impact of the Web 2.0 on the communication model is described, which lays the foundation for the change in the relationship between consumer and producer and therefore in CRM. Finally these premises of a new communication model and relationship are applied to journalism and explain the challen-

ges and opportunities of online journalism. To understand online journalism it is essential to first provide insight into the changed circumstances. The change of the communication model has changed the customer relationship, which in turn has influenced journalism in the Web 2.0. A chain reaction has taken place in line with the evolution of the consumer. The evolution of the consumer is outlined and summarized in the last paragraph of this chapter leading to the characterization of the new online consumer in **Chapter 2**.

In order to define the online consumer and identify interferences with the offline consumer of the three compared magazines, **paragraph 2.1** deals with demographics and sociographics. **Paragraph 2.2** then focuses on behavioural attributes of the online consumer, which partly also explain his values and expectations in **paragraph 2.3**. Behavioural attributes and values and expectations are important for CRM, as they have to be considered in any strategy. To understand the consumer and his needs is a premise for attracting him and maintaining him, namely for the whole process of CRM. To make the most important results easier findable for the reader the characterization of the online consumer is summarized in **paragraph 2.4**.

Until here the reader has learned about the new circumstances the Web 2.0 has caused. Circumstances that CRM now has to operate in and adapt to. The evolution of CRM therefore appears as a logic consequence.

To follow this process of evolution the communication strategies of one international, one New Zealand and one exclusively online men's magazine are compared. The specific research methods and goals of the case study are described in **Chapter 3**. Observations and qualitative interviews, as outlined in the case study, lay the foundation for the analysis in **Chapter 4**. This chapter deals with the customer relationship management of the three compared magazines, namely Men's Health, M2 Magazine and AskMen.com, and compares their approach to CRM before and after the introduction of the Web 2.0. The comparison serves to identify changes in the magazines' approach to CRM having taken place due to the Web 2.0. In consequence, the comparison should help drawing conclusions on how CRM in journalism has changed and some of the newly evolved CRM measures can be visualised by giving concrete examples from the respective communication strategies. In **paragraph 4.1** various offline communication channels are presented, their relevance for CRM is explained and it is observed how the magazines and the consumers engage in these communication channels. To make a comparison possible in **paragraph 4.2** digital communication channels are presented and analysed regarding their rel-

evance in CRM. Based on observations and information obtained through expert interviews, CRM measures of the compared magazines and their effects are described and visualised.

Finally comparing CRM measures and approaches before and after the introduction of the Web 2.0 identifies changes in CRM leading to the conclusion in **Chapter 5**. This last chapter summarizes the evolution of CRM describing the impact of the Web 2.0 and the change it has caused. Furthermore it deals with open questions and gives an outlook on the future of CRM in journalism.

All sources are cited in footnotes and further information on references can be found in the list of literature at the end of this work. In every chapter the numeration of footnotes starts with one, in order to avoid high numbers and enhance clarity of the work regarding the differentiation between chapters and topics. In case figures have been adopted, source information is directly given under the images. In case no source information is given, the author has created the figures herself. The font used in adapted and particularly big figures differs from the general font used in this work, as parts of some figures are adapted from other sources and therefore were created using a different font. In order to maintain continuity throughout the work, all figures with the size of one site are created using a different font. Solely the 'Structure of the Study' is designed in line with the rest of the work, as parts of the figure are found at the beginning of each chapter. These excerpts of the big graphic on page one aim at guiding the reader through this thesis. They provide an overview of the respective stage of the dissertation the readers find themselves in, while going through the thesis.

1.3 Definition of Crucial Terms

A very contemporary relation to the topic of CRM in the Web 2.0 means that some of the herein presented terms have not been universally defined yet. For that reason they require preparatory definition, in order to guarantee intersubjective comprehension. However, it has to be noted that even expert literature reflects insecurity in defining some of these concepts.⁴

1.3.1 Customer Relationship Management (CRM)

There are many different approaches to CRM and no universal definition of the term exists. Some see CRM as a technology solution, whilst others advocate a more holistic approach. In its most basic sense the term can be defined by splitting it up into its three single components. The 'customer' represents the entity that consumes the services or products a business offers. A 'relationship', according to Buttle, "(...) is composed of a series of episodes between dyadic parties over time."⁵

In consequence, if the customer purchases frequently from the same business, a relationship between the company and its customer arises. 'Management' in the case of CRM means the coordination of processes, more specifically processes that in some way have to do with the customer.

In conclusion, CRM is the coordination of all processes that stand in relation to a series of interactions between the company and the customer. Gamble, Stone and Woodcock name two of these processes in their definition:

"Customer relationship marketing is an enterprise-wide commitment to identify your named, individual customers and create a relationship between your company and these customers so long as that relationship is mutually beneficial."^{6 7}

⁴ Goldenberg expresses doubts in defining CRM (see 1.3.1) and the title of Tim O'Reilly's 'Compact Definition' of the Web 2.0 ends with a question mark

⁵ Buttle, 2004: 13

⁶ Gamble, 1999: 9

⁷ In their book the authors equate 'relationship marketing' with 'relationship management'. cf. as well Sheth, 2001: 4

This definition is rather neutral, as it does not specify how CRM achieves these goals. However, especially for this work when trying to identify changes in the CRM approach it is important to know how CRM is employed and not only why. Looking at CRM inside the Web 2.0 it is likely that the goals of CRM change little in comparison to the execution process. A mutually beneficial relationship is a premise for any relationship to function in the long run and therefore will remain a premise in the Web 2.0.

Agrawal gives an idea of how CRM works but takes a more narrow and technological approach defining CRM as “the information technology face of the business processes”.⁸ This work cannot fully agree with this definition, as CRM includes IT but cannot be equated with IT. CRM can as well be a marketing campaign or a dialogue with the customer, which is why this work rather agrees with Payne. His definition takes a holistic approach defining CRM as

“(...) a strategic approach that is concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. CRM unites the potential of relationship marketing strategies and IT to create profitable, long-term relationships with customers and other key stakeholders. CRM provides enhanced opportunities to use data and information to both understand customers and cocreate value with them. This requires a cross-functional integration of processes, people, operations, and marketing capabilities that is enabled through information, technology, and applications.”⁹

The given definitions as well as the aptitude of other definitions of CRM can be classified with the help of the following funnel (Fig. 3):

⁸ Agrawal, 2003: 151

⁹ Payne, 2005: 168

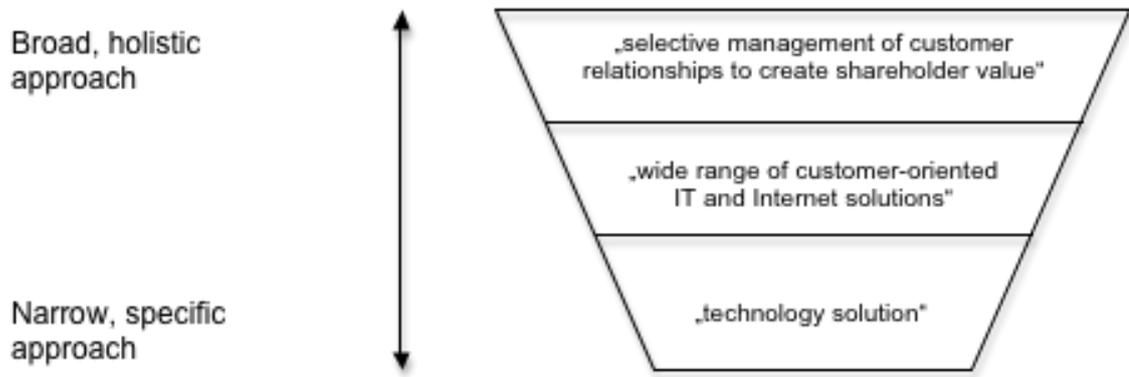


Figure 3: Different Approaches to CRM. Source: inspired by Payne, 2005

This variety of perceptions underpins Goldenberg’s notion that the definition of CRM is still subject to evolution and change. However, he dares to define CRM on a contemporary basis:

“CRM” integrates people, processes, and technology to maximize relationships with all customers. CRM is a comprehensive approach that provides seamless coordination between all customer-facing functions. CRM increasingly leverages the Internet.”¹⁰

Goldenberg recognises the Internet as an increasingly important tool of CRM, which is a crucial observation in the context of this work focusing on the age of Web 2.0. The following working definition includes the important findings of the aforementioned definitions and furthermore includes both why and how CRM is employed.

CRM, as a holistic strategy, provides a thinking pattern that helps to create mutually beneficial long-term relationships between the customer and the business. It is applicable to many different areas of accountability and follows a cycling process allowing for seamless cross-functional coordination in both offline and online environments.

¹⁰ Goldenberg, 2002: 7

1.3.2 Web 2.0

The number integrated into the term 'Web 2.0' implicates that a predecessor model exists that has evolved into a more developed version. This assumption is generally true. However, it was not a technological update but rather the discovery and evolution of new functions leveraging the existing technology that enabled this upgrade.¹¹ Still, the Web 2.0 is based on specific technical characteristics, which Bruns and Bahnisch include in their definition.

*"Web 2.0 describes the current generation of interactive Websites which build on databases, AJAX, and RSS to offer a highly personalised, flexible Web experience."*¹²

These technical characteristics are part and premise of the Web 2.0 but are not essential for this work. Focusing on CRM in the Web 2.0 this work is rather interested in new possibilities the Web 2.0 and its technical characteristics offer. Tim O'Reilly, who has significantly coined the term Web 2.0. suggests that

*"Web 2.0 is the network as platform, spanning all connected devices; Web 2.0 applications are those that make the most of the intrinsic advantages of that platform: delivering software as a continually-updated service that gets better the more people use it, consuming and remixing data from multiple sources, including individual users, while providing their own data and services in a form that allows remixing by others, creating network effects through an "architecture of participation," and going beyond the page metaphor of Web 1.0 to deliver rich user experiences."*¹³

This definition is more relevant to the purpose of this work describing the user experience, which is nothing more than the customer experience, which in turn is the core of a CRM strategy. Furthermore, Kaplan and Haenlein underpin O'Reilly's notion emphasising the collaborative and participatory nature of the Web 2.0, which they define as

"(...) a new way in which software developers and end-users started to utilize the World Wide Web; that is, as a platform whereby content and applications are no longer created and published by individuals, but instead

¹¹ cf. Kaplan, 2010: 61

¹² Bruns, 2009: 5

¹³ O'Reilly, 2005: no pagination

are continuously modified by all users in a participatory and collaborative fashion."¹⁴

The afore-mentioned definitions complement each other without contradictions. Even though this work generally agrees with O'Reilly's 'Compact Definition', as it gets most specific in defining the complex term Web 2.0., the working definition aims at getting even more specific about the difference between Web 2.0, Social Media and the Internet. This differentiation is often missed out and the fine differences are often overseen, but are important to be clarified, in order to better understand this work.

Web 2.0 is the result of a process transforming the Internet from an instrument of mass communication to an instrument of networked communication that gives users the opportunity to engage with the medium and each other. This enhances the development of interactive, participatory and collaborative applications and functions like Social Media. As this process comes to an end and leveraging the intrinsic advantages of the Web 2.0 becomes a standard, it will eventually replace the traditional one-way communicating Website and will become a synonym for the Internet.

1.3.3 Social Media

The term Social Media is about a medium that has social characteristics. A medium can be defined as "a complex, institutionalized system, which is organized around a communication channel with a specific capacity and with social dominance."¹⁵ The word 'social' is always linked to interaction between individuals, which can be derived from the Latin origin of the word 'socius' meaning fellow. According to Max Weber "(a)ction is "social" if the acting individual takes account of the behavior of others and is thereby oriented in its course."¹⁶

¹⁴ Kaplan, 2010: 60-61

¹⁵ Saxer, 1998: 54 cited in Jarren, 2001: 182

¹⁶ Weber, n/a: 2

In consequence Social Media combines a complex institutionalized system organized around a communication channel with the direct interaction between individuals. Kaplan and Haenlein include both of these components in their definition of Social Media:

“Social Media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content.”¹⁷

This definition ties in with the definition of the Web 2.0 and describes Social Media in its functioning, but only superficially touches the new possibilities Social Media offers. Bruns and Bahnisch get more specific about the effects of Social Media that are more relevant to this work. They see Social Media as

“(...) Websites which build on Web 2.0 technologies to provide space for in-depth social interaction, community formation, and the tackling of collaborative projects.”¹⁸

These findings are very valuable in the context of CRM, as they give an idea of which interactions with the consumer are possible through websites like social network sites, online forums and communities and arguably blogs. Barlow describes blogs as “(i)ndividual Web pages on the World Wide Web created by simple users to express their thoughts on any topic.”¹⁹

According to Kaplan and Haenlein’s definition, blogs would fall into the category of Social Media, whilst Bruns and Bahnisch’s definition would rather exclude them. However, this work counts blogs to Social Media, because they allow exchange and commenting, two characteristics that are corresponding with the premises defined for Social Media in this work.

Social network sites, in contrast, can certainly be counted to Social Media applications. Additionally to possessing the general characteristics identified for Social Media in any of the given definitions, they are provided with further narrower defined characteristics. Boyd defines social network sites as

“(...) web-based services that allow individuals to (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

¹⁷ Kaplan, 2010: 61

¹⁸ Bruns, 2009: 7

¹⁹ Barlow, 2007: 151-152

*list of connections and those made by others within the system. The nature and nomenclature of these connections may vary from site to site."*²⁰

Most prominent examples for social network sites are Facebook, MySpace or the professionally orientated LinkedIn.

The working definition aims at reflecting this variety of Social Media and the many possibilities it offers.

Social Media is enabled by the Web 2.0 and based on the creation of User Generated Content and the possibility for users to react upon such content by giving an opinion. This can happen through commenting, liking, modifying or sharing the content. Social Media always aims at connecting people by offering a platform for exchange.

1.3.4 User Generated Content (UGC)

The term User Generated Content can be explained by looking separately at its three components. 'User' describes a member of the audience of a certain medium. In consequence "the term 'user-generated' is easy enough to understand: material generated by a member of, and circulated back to, the intended audience."²¹ 'Content' can be anything produced as contribution to the medium.

In conclusion User Generated Content is some sort of contribution made by a member of the audience for the audience. However, this definition would include professional contributors, such as for example journalists. For the purpose of this work it is therefore necessary to set further limits.

The OECD defines User Created Content (UCC)²² as

*"i) content made publicly available over the Internet, ii) which reflects a "certain amount of creative effort", and iii) which is "created outside of professional routines and practices"."*²³

²⁰ boyd, 2007: 211

²¹ Hirst, 2011: 110

²² User Generated Content and User Created Content are synonyms that are interchangeable. To avoid confusion in the following text this contribution made by the audience for the audience will be referred to as User Generated Content (UGC).

²³ Organisation for Economic Co-operation and Development (OECD), 2007: 4

This definition gets even more specific than needed in this work and furthermore does not fully reflect this work's perception of UGC. UGC of a blog for example can be maintained in a professional routine, but what is more relevant to differentiate between UGC and other content is that UGC is created without initial commercial goals. Therefore this component is included in the working definition of UGC.

User Generated Content comprises any form of contribution made online by a private person without initial commercial goals.

The following figure (Fig. 4) summarizes the findings of the terminology delimitation and puts the examined terms in context to each other.

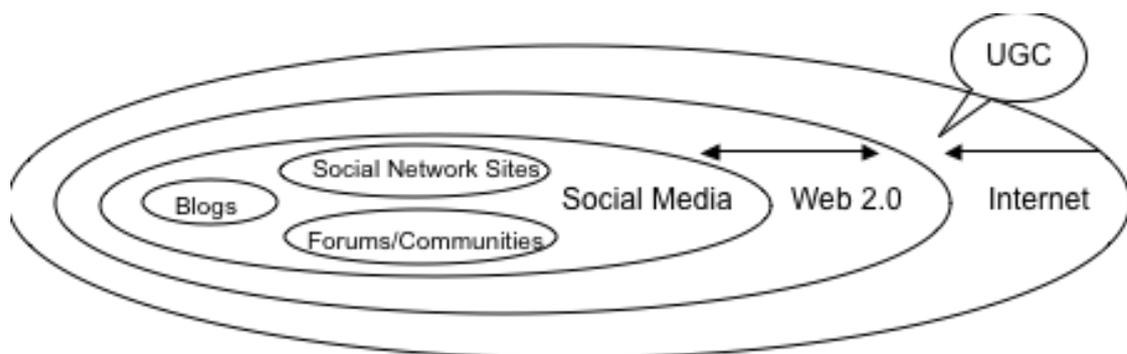


Figure 4: Demarcation of Crucial Terms

The Internet at its first stages has only applied the principles of mass communication, meaning one talking to many, to a new digital communication channel, like the radio or television had done before. The evolution of the Web 2.0 and its new ways of communication in contrast have influenced existing communication models as well as the paradigm of media studies as a whole.

1.4 Insight into the Conceptual Framework

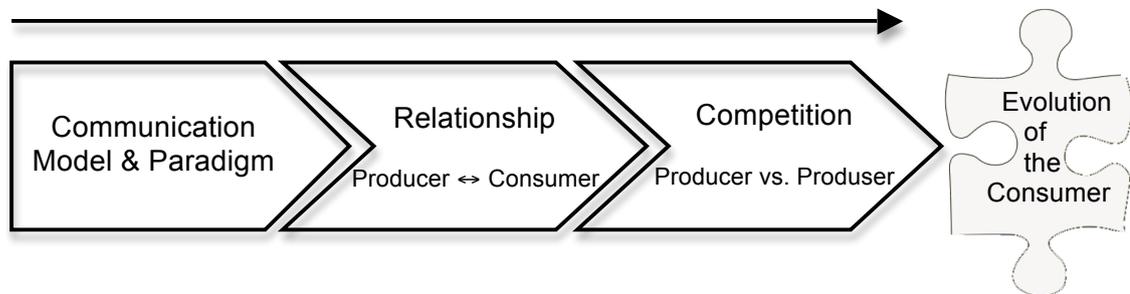


Figure 5: Structure of the Conceptual Framework

1.4.1 Media Theory and Media History

Conventional media studies consider media to be the mediating component between the recipient and the rest of the world. A magazine for example provides its readers with information about what happens in the world on a local and international basis. The Web 2.0 also still fulfils this purpose, but provides its users with new ways of communication that were not possible before. Interactivity, interconnection, and individuality coin these communication channels and enable media to build more specialised communities in their audience. Each medium has always created a community that connects its recipients through thinking about the same issues, as they consume the same topics from the same media.²⁴ The difference is that the communities in the Web have the ability to not only be imagined communities but real communities connecting its members to the medium and each other.²⁵ These real communities are coined as well by the characteristics of the Web 2.0's communication channels. Recipients can contact each other and exchange information. More even, they can produce content as well. Web 2.0 offers the community a platform for discussion. The original mass communication model that had been applied to journalism as well has upgraded to a network communication model inside Web 2.0. This new model is based on a network in which one or many can send to many and to specific individuals at the same time. Network communication does not replace the established communication models (one-to-one, one-to-many, mass communication) but rather integrates them into one.²⁶ Another

²⁴ cf. Furze, 2012: 242 – 249

²⁵ cf. Deuze, 2011: 138

²⁶ cf. Cardoso, 2011: 117 - 119

specialty of this integrated communication model is its relation to time and space. The Internet makes information exchange and communication possible anytime, anywhere.²⁷ This gives the consumer a new communicative autonomy that contributes to the perception of people living in media rather than with media.²⁸ The consumers immerse themselves in the medium. Some scholars even differentiate between media eras before and after the Web 2.0.²⁹ All this reflects the meaningfulness of the process that is taking place and gives reason to expect far-reaching consequences that eventually might result in a fundamental paradigm change. In this context it is important to revise the concept of customer relationship management media is employing.

1.4.2 Applied Customer Relationship Management

Regarding the concept of CRM the journalism industry can be treated like any other business. A publisher operates like any other enterprise. Similar to any other brand a medium lives from the continuity of its relationship with the customer. However, especially in print journalism this continuity of relationships is threatened by the Web 2.0 and the change it has brought. The effects of the Web 2.0 on the communication model have been explained in the previous paragraph. This paragraph explores the Web 2.0's impact on the model of CRM. The change in both areas has significantly coined online journalism, as the following paragraph will show.

Traditionally CRM has been based on a value chain aiming at ensuring that the strategy is profitable. According to Porter something "(...) is profitable if the value it creates exceeds the cost of performing the value activities".³⁰ The same is valid for CRM. CRM is only profitable if it provides return on investment (ROI). Francis Buttle suggests a CRM value chain consisting of five primary stages, namely portfolio analysis, customer intimacy, network development, value proposition development, and to manage the relationship. Following this value chain and providing supporting conditions in culture and leadership, procurement processes, human resource management processes, IT/data management processes and organisation design can help companies implement a successful CRM strategy. The outcome is customer profitability

²⁷ cf. McAllister, 2011: 152

²⁸ cf. Deuze, 2011: 133 + 137

²⁹ cf. Papathanassopoulos, 2011: 2

³⁰ cf. Porter, 1985: 150

that represents the ROI of CRM.³¹

This model identifies different levels, which have impact on a CRM strategy, a finding that is supported by this work, which identifies five different levels of CRM. However, all the terms describing Buttle's CRM value chain leave much space for interpretation. Therefore more information about the interconnection of individual steps and further specification of some stages is needed. Russel Winer describes a seven-step-model to a measurable CRM strategy. The seven basic components are a database of customer activity, analyses of the database, given the analyses, decisions about which customers to target, tools for targeting the customers, how to build relationships with the targeted customers, privacy issues and metrics for measuring the success of the CRM program.³² Whilst this model explains the individual steps undertaken, it does not specify areas of accountability CRM relies on.

Payne and Frow, on the other hand, identify five extensive CRM processes, including a strategy development process, a value creation process, a multi-channel integration process, an information management process, and a performance assessment process.³³ This more cross-functional approach to a CRM value chain combined with elements from the first two models corresponds similarly with the five interlinked levels this work gives to consider, when developing a broad-based CRM strategy (Fig. 6).

From the outside to the inside the first level is the CRM lifecycle itself, whereas the second level represents the customer lifecycle going from prospect to fan. Third comes the area of accountability, in which the respective actions, outlined on the fourth level, are executed. The fifth level identifies the focus CRM adopts at different stages of its lifecycle. All five cycles work like inter-engaging gear wheels that depend on one another. Only when all parts work hand-in-hand can the whole thing be accomplished: successful CRM.

This model reflects a holistic approach to CRM aiming at finding, attracting and winning new customers, while binding the already existing ones, as it is the main objective for any CRM strategy.

³¹ cf. Buttle, 2000: 3

³² cf. Winer, 2001: pp. 91

³³ cf. Payne, 2005: 167 - 176

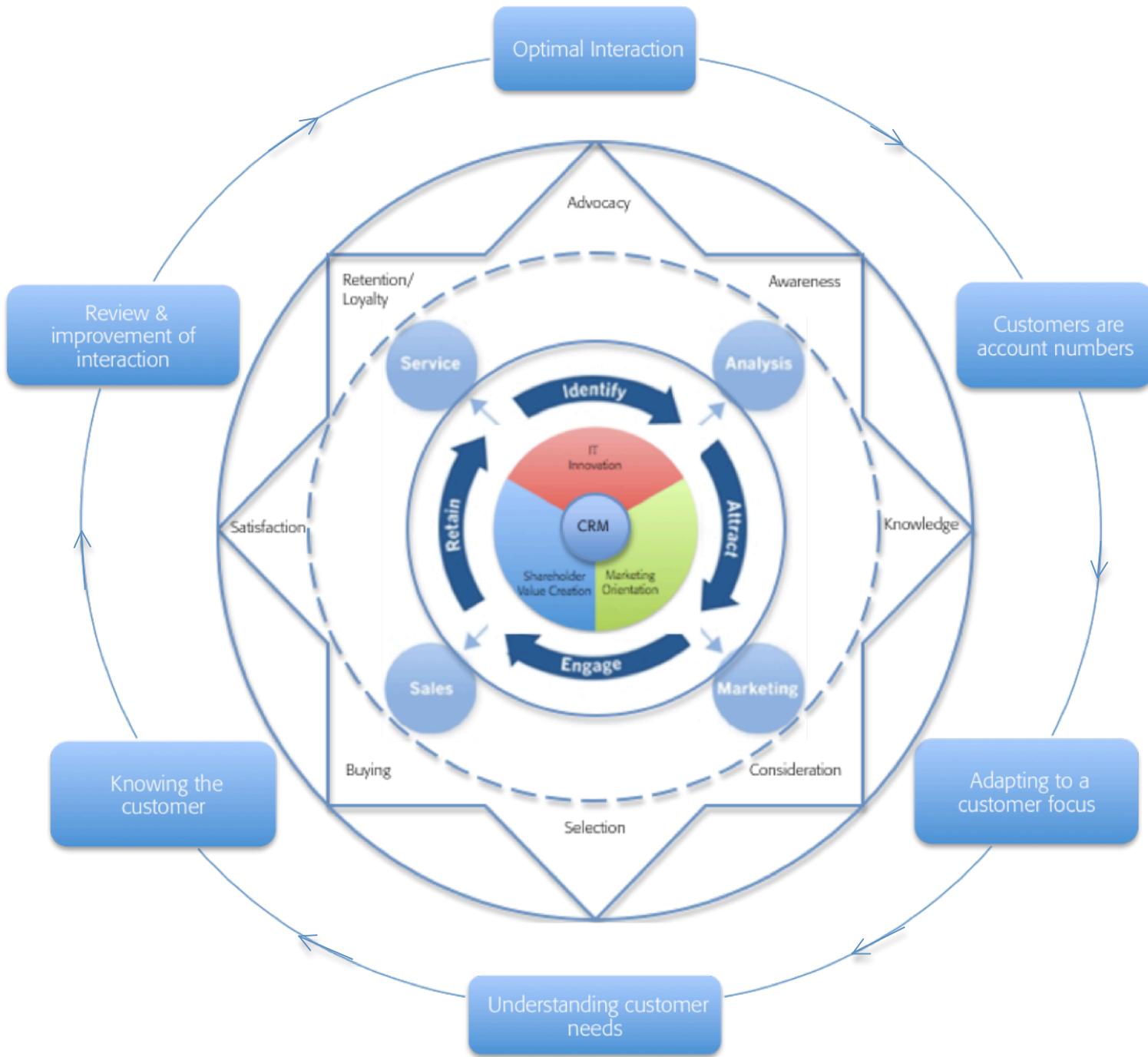


Figure. 6: The Target of CRM – CRM as a Cycling Process.
 Source: Marketingteacher, Metalez, Socialmarketingforum, Buttle 2002

Even though the basic principles of CRM are the same in journalism and elsewhere, an editorial product has a special relationship with its recipients because of its very own dynamic. It has a circulation and reach and a periodic pattern of appearance. In contrast to other products you can subscribe to a magazine or newspaper. The process of subscription reflects customer's trust in the brand and its products representing a special form of long-term customer loyalty. Subscription has also been the easiest way to identify relevant customers in an off-line environment. Now, the Web 2.0 offers a lot more interactive applications that allow customizing the process of CRM. They offer the opportunity to identify and target relevant customers more easily and personalize customer relationships through more direct and individual communication. In the Web 2.0 environment CRM evolves to Social CRM (SCRM) that complements the holistic strategy (Fig. 7). Paul Greenberg defines SCRM as

*"(...) a philosophy & a business strategy, supported by a technology platform, business rules, workflow, processes & social characteristics, designed to engage the customer in a collaborative conversation in order to provide mutually beneficial value in a trusted & transparent business environment. It's the company's response to the customer's ownership of the conversation."*³⁴

SCRM deals with an online audience that instead of rather passive consumers consists of users that proactively engage in the process. They are

*"(...) individuals who are sometimes consumers and sometimes producers. They are substantially more engaged participants, both in defining the terms of their productive activity and in defining what they consume and how they consume it."*³⁵

This new generation of recipients has the tools for producing and distributing content right at its fingertips and not responding to the consumers' requirements might even turn them into direct competition. This steady increase in competitors in the online environment makes effective CRM in journalism particularly important.

³⁴ Greenberg, 2009: no pagination

³⁵ Benkler, 2006: 138

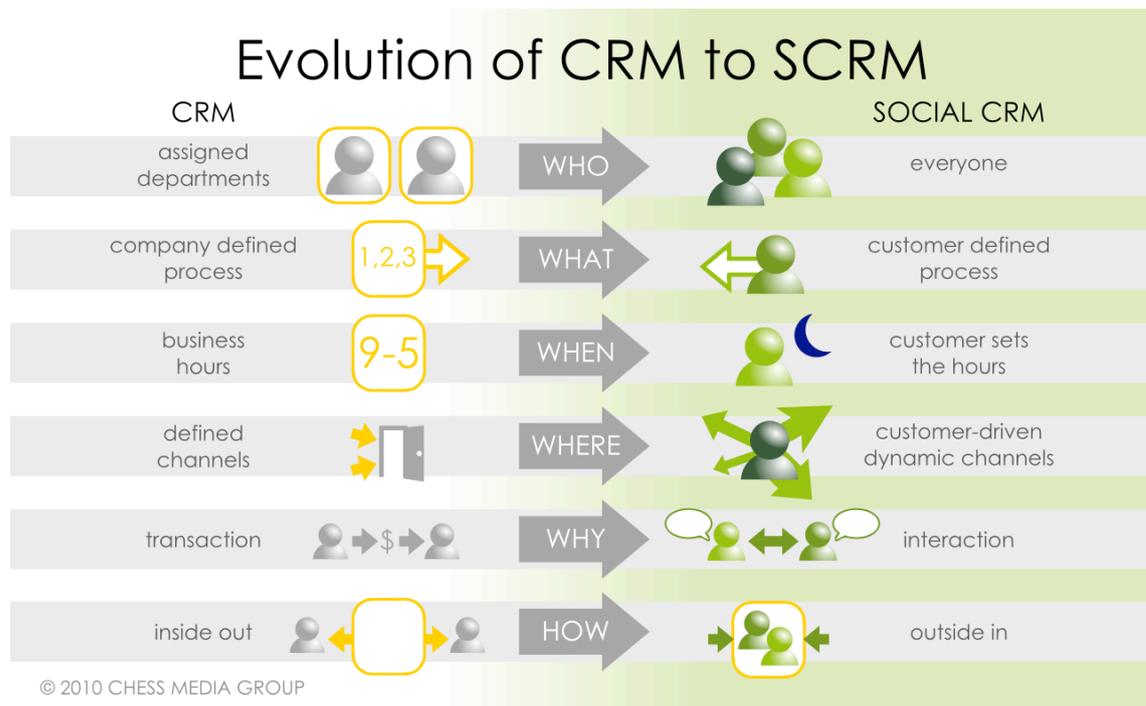


Figure 7: Evolution of CRM to SCRM – The Customer Takes Command.

Source: Socialmediaexaminer

1.4.3 Online Journalism

The challenge consists of online journalism being not as strictly defined as off-line journalism. Whereas the latter requires a certain education and is tied to a written code of ethics, theoretically inside the Web 2.0 every user that is generating content can act as a journalist reaching a mass.³⁶ Bruns calls this new way of content production by the user himself 'produsage'. His model transforms the traditional producer-distributor-consumer-chain into a closed loop, in which one individual can comprise all three roles at once and whose input and output is content.³⁷

The general idea of the audience producing content for the audience had been known as public journalism long before the Web 2.0.³⁸ But it had been tied to the principles of mass communication and bound to the economic fundamentals of the publishing industry. Now, the newly emerged network communication channels give public journalism fertile ground to spread, grow and evolve on. Public journalism has always enhanced participation and the involvement of the public in publishing activities. By doing so, it offered a platform for discussion and had scrutinising effects on mainstream media. Originally representing an opponent force to the paternalism of commercial media many acknowledge public journalism with great importance in underpinning democracy.³⁹ In the Web 2.0, public journalism evolves into 'open source' journalism that as well is accredited with democratising impact. However, it is not always as independent as the initial concept was. In fact, collaboration between 'open source' and commercial journalism opens up attractive opportunities to journalists that some have recognised and now leverage for their own purposes.

Traditional media's predicament is its lost legitimacy as intermediary between the recipient and the rest of the world, because the world has come together in the World Wide Web. Communication has become more direct on the Web 2.0 and the breadth and depth of information that is often contributed by subject matter experts has made many people more suspicious regarding mass media's narrow agenda.⁴⁰

'Open source' journalism has the potential to renew confidence not only in the

³⁶ cf. Kawamoto, 2003: 1 - 3

³⁷ cf. Bruns, 2008: 21

³⁸ public journalism is referred to by many other names, e.g. citizen journalism, grassroots journalism, bottom-up journalism or indymedia

³⁹ cf. Glasser, 1999: 22

⁴⁰ cf. Steiner, 2011: 199 – 200

craft of journalism but also, more specifically, in the journalism business. It has redefined the relationship between media and its consumers in terms of empowerment. A shift of power has taken place in favour of the consumer.⁴¹ Media has realized that this concession of participation and interaction demonstrates recognition of the audience and is rewarded with trust from the consumer's side. Bruns has coined the term 'gatewatching' in this context. The model is a compromise between complete openness and media's gatekeeping role. Gatewatching means "the observation of the output gates of news publications and other sources, in order to identify important material as it becomes available."⁴² In the gatewatching model journalists do not necessarily produce but rather filter content for publication. In this model the line between 'open source' journalism and crowdsourcing begins to blur. Crowdsourcing can be seen as a phenomenon of 'open source' journalism and basically means leveraging the wisdom of the crowd to produce content. Wikipedia is one of the most famous examples. However, in Wikipedia validity means a consensus of users that are leaving content unchanged.⁴³ In the gatewatching model validity could still be linked to the original craft of journalism and could, in consequence, mean a revival of the importance of the role of the journalist. Finding high-quality content and identify it as such has become a major challenge in the age of Web 2.0. In this context, the committed journalist with decent principles and a strong work ethic does experience a significant rise in demand, not only in the Internet, but in general.

Public journalism did not have the power to revolutionise media, but maybe its successor 'open source' journalism has.⁴⁴ 'Open source' journalism rather complements commercial media than jeopardize it. This is why critics argue that 'open source' journalism loses its independence and opponent role in comparison to public journalism. Some even see crowdsourcing by commercial media as a subtle way of exploitation. This often negative perception of the term is the reason Wikipedia founder Jimmy Wales finds the word crowdsourcing "incredibly irritating."

"Any company that thinks it's going to build a site by outsourcing all the work to its users not only disrespects the users but completely misunder-

⁴¹ cf. Tapscott, 2009: 21 + 195 + 199 and Steiner, 2011: 197

⁴² Bruns, 2005: 17

⁴³ cf. Tapscott, 2009: 91

⁴⁴ cf. Barlow, 2007: 103f and Steiner, 2011: 195 – 198 and Tapscott, 2009: 40

stands what it should be doing. Your job is to provide a structure for your users to collaborate, and that takes a lot of work," he explains.⁴⁵

This close collaboration with its users could help journalism get back on track. But unfortunately, the current crisis and the resulting pressure on media companies in many cases, instead of initiating a self-reflecting process, has triggered a vicious cycle of harvesting profits that can only function in the short-term and will eventually lead to self-destruction (Fig. 8).

It still has to show if new media will finally substitute or rather complement old media. New media offers many innovative ways of publishing, distributing and promoting content for the average user and professional journalist alike. However, research shows that not all users make use of these new opportunities to the same extent.

The Pareto principle applies to online activity as well. Around 20 percent of the users make for 80 percent of the content.⁴⁶ Over time, online leaders, influencers and trendsetters have evolved. They are proactively producing content in the Web 2.0 and are recognized in the community for their contributions. Those main contributors mostly are Digital Natives that have been born after 1980 and have grown up with digital media, particularly the Internet. They represent a new generation of consumers that has evolved and defined itself over time.

⁴⁵ McNichol, 2007: 1

⁴⁶ cf. Tapscott, 2009: 196

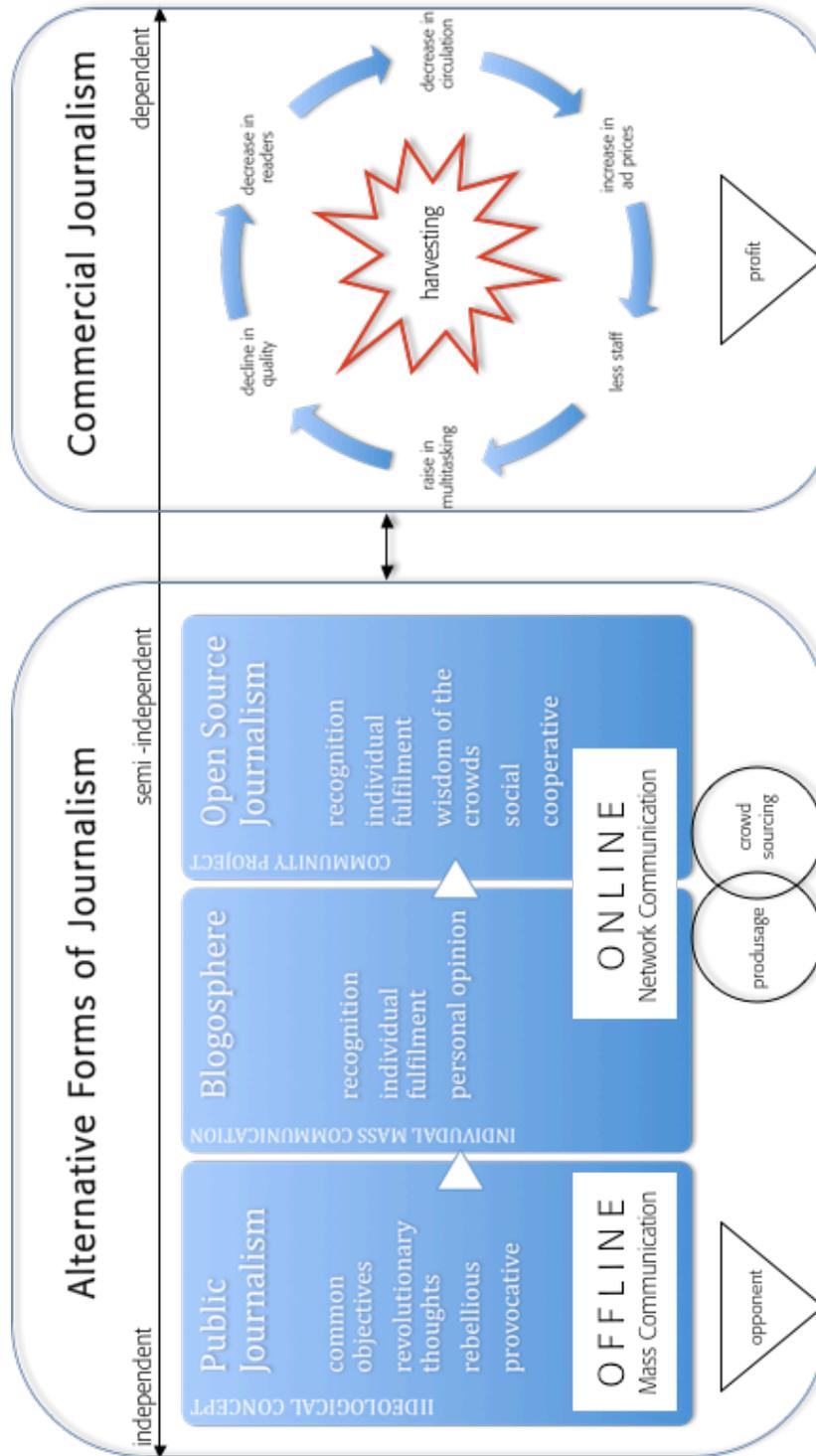


Figure 8: A Model of Change and Crisis in Journalism

1.4.4 Evolution of the Consumer

The evolution of the consumer has taken place parallel to the aforementioned processes. In fact, there was a time before the paradigm shift in media studies, when no Internet existed and the recipient's role was defined along industrial principles and the mass communication model 'one to many'.

"The historic role of the consumer has been nothing more than a giant maw at the end of the mass media's long conveyer belt, the all-absorbing Yin to mass media's all-producing Yang," writes Clay Shirky. "To profit from its symbiotic relationship with advertisers, the mass media required two things from its consumers - size and silence."⁴⁷

Consumers had the choice between different products. But this choice was also the only way to give feedback to the producer. Customers were measured quantitatively, instead of being accredited with qualitative value. They simply were a mass of buyers. Comparable with how a computer system works, they could be a one or a zero depending on how they decided, for or against the product. One in this case represents a positive feedback, while zero marks the negative case, losing the customer to a competitor. The long industrial production value chain from producer over distributor to consumer separated the involved entities even further from each other. Furthermore the longest distance was found between producer and consumer making communication and in consequence feedback difficult.⁴⁸

Toffler's model of 'prosumption' brings producer and consumer closer again but in return puts the market under scrutiny. Toffler pictures the consumer as producer and concludes that "(...) wherever the gap between consumer and producer narrows, the entire function, role, and power of the market is brought into question."⁴⁹ However, scrutiny does not have to mean that the market is about to lose its legitimation. Quite the contrary, it can even change things for the better. Furthermore a narrower gap between consumer and producer indicates that the consumer makes a more professional and informed decision on what to buy. The Internet has played a crucial role in making this possible by providing consumers with in-depth information 24/7. Eventually, the Web 2.0 was the first

⁴⁷ Shirky, 1999: no pagination

⁴⁸ Bruns, 2005: 9

⁴⁹ Toffler, 1980: 293

communication channel that additionally to providing the audience with all time accessible information also gave it a voice closing the feedback loop between producer and consumer. As mentioned before, Bruns has coined the term 'produsage' in this context. The difference to 'prosumption' is that in this model the consumer is not only producer, but also distributor, integrating all entities of the production value chain in one individual. In Social Media, for example, a user updates his own status, writes on his friends' walls and posts photos that he has taken on a vacation, but he also consumes news published by his friends, because his friends again do the same thing. User Generated Content, produced, distributed and consumed by users, is on the rise.

“Increased use of broadband, greater on-line interactivity and the willingness to share, contribute and create online communities are changing media consumption habits of Internet users, in particular younger age groups. Social factors are likely to be one of the most important drivers of change.”

⁵⁰

In order to understand these social factors and the motivations of the online consumer to engage in the online community, we have to take a closer look at his specific characteristics.

⁵⁰ Organisation for Economic Co-operation and Development (OECD), 2007: 29

2 The Online Consumer

"We need to realize that the next generation of people accessing news and information, whether from newspapers or any other source, have a different set of expectations about the kind of news they will get, including when and how they will get it, where they will get it from, and who they will get it from."¹

Rupert Murdoch, Australian-American publisher

The Web 2.0 has its very own population. Pictured as the probably biggest country in the world, its inhabitants have their own demographics, sociographics and psychographics. However, as in the next chapter this work compares three men's magazines, namely, Men's Health, M2 Magazine and AskMen.com, the relevant group of online consumers will be further specified in the following paragraphs.

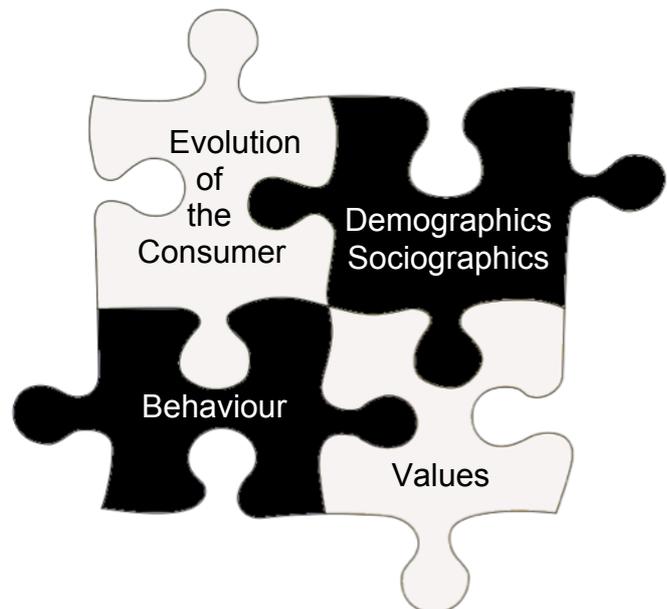


Figure 9: Structure of the Online Consumer

2.1 Demographics & Sociographics

The biggest common denominator of all three respective target groups is male, member of the middle or upper class segment, well educated and between 21 and 54 years old (Fig. 10). This broad age group splits into Digital Natives and Digital Immigrants.

Digital Natives are at home in the digital world and are "native speakers of the digital language".² For this work focussing on digital devices and the Internet, the Web 2.0 in particular, that means everyone born after 1980. This was when the pioneering phase of computers had ended and the personal computer (PC) started to become common in private households. It was also by then that the Ethernet, as a predecessor of the Internet and its concept of a worldwide net-

¹ Murdoch, 2005

² cf. Prensky, 2001: 1

work, began to develop.³ Accordingly, Digital Natives are those, who have grown up with the Internet and digital devices, such as computers and mobile phones.

Digital Immigrants, on the other hand, are those, who have watched such devices develop. They have entered the virtual and interconnected place called Internet from the outside and are not as naturally familiar with leveraging its advantages. They first have to learn about the dynamic and infrastructure of new technologies and even if they are “enthusiastic adopters”⁴, they will still have to struggle with their “digital immigrant accent”.⁵

Digital Natives are slowly but surely replacing Digital Immigrants though. The oldest of them have already reached the age of 32. This is why a special focus lies on the Digital Native, as the future online consumer. Furthermore most of them are “enthusiastic participants”, whose everyday life is naturally intertwined with technology and online activities.⁶

In this context it is surprising that the average age of the Men’s Health online reader is higher than the average age of the offline reader. The same is valid for the targeted age group (offline 18 – 49, online 25 – 54).⁷ This discrepancy might be explained with the findings of a Pew Research study, which states that younger men are less likely to use the Internet compared to women, while older men are much more active online than their female counterparts.⁸

Still, this example of Men’s Health shows that there is a difference in online and offline target groups, even though many magazines do not distinguish between the two. M2 Magazine does not make a difference between online and offline because it still focuses on the print magazine. AskMen.com, on the other hand, only has an online target group. Naturally, online publications that are based on technology target technophiles or at least tech-savvy people. This makes Digital Natives and those Digital Immigrants, who can keep up with them, especially relevant as an online target group. They live in a world, in which the borders between online and offline reality increasingly blur. So do national borders in the World Wide Web. The Internet’s virtuality and its global approach have formed the Digital Natives as a worldwide generation of young people. The

³ cf. Ceruzzi, 2003: 240 – 280, 291 ff.

⁴ cf. Zur, 2011

⁵ cf. Prensky, 2001: 2

⁶ cf. Zur, 2011

⁷ cf. Men’s Health Mediakit

⁸ cf. Pew Internet & American Life Project, 2005: i

trend goes into direction of a global culture. This shows in similar behavioural patterns, adapted attitudes and norms as well as shared values.⁹

Magazine	Age	Average Age	HHI	HHI in US\$
Menshealth.com	25 – 54	41 years	US\$ 72,838	72,838
M2 Magazine	25 - 49	37,4 years	NZ\$ 84,083	67,082
AskMen.com	21 - 49	30,9 years	CA\$ 82,957	81,194

Figure 10: Target Groups

2.2 Behavioural Attributes

Whereas a customer in the supermarket is mostly aware of his role as a consumer, the online consumer often is not. The Web 2.0 makes it hard to distinguish between life inside and life outside media, because it is all surrounding and directly applicable to offline reality.¹⁰ In consequence, the online and the offline identity melt into each other. Social media profiles complete our self-image and are often the first things to consult, when wanting to know more about a person. The border between private life and work is almost non-existent.¹¹ Neither is there a clear differentiation between usage, production or consumption in the Web 2.0. This is why the online consumer could also be called online producer or online user. Tying in with Toffler and Bruns and combining their terms, one could think of the online consumer as a ‘produser’.¹² The point is that he lives inside media and sees social network sites and apps as an essential part of his everyday life. He turns to the Internet for news because his world moves fast and he wants the most up to date information. He not only consumes news but also arranges them in a customized manner creating his own “personal information space”.¹³ Maybe he even shares news with friends through social network sites, evaluates them on social news sites, comments on them or altogether. Not all online consumers make use of all these possibilities, but the key fact is that they could.

⁹ cf. Tapscott, 2009: 23 and Palfrey, 2008: 274

¹⁰ cf. Papathanassopoulos, 2011: 146

¹¹ cf. Tapscott, 2009: 92

¹² see paragraph 1.4.4

¹³ cf. Papathanassopoulos, 2011: 139

To the most popular activities among online consumers count social networking, information searches and reading content (Figure 11). Furthermore men are more likely than women to use the Internet for gaming and entertainment and they turn to newsgroups more often.¹⁴ All these activities can be interconnected. The online consumer is a natural multi-tasker and an expert when it comes to blanking out annoying distractions, which makes it even more difficult to raise his attention.¹⁵

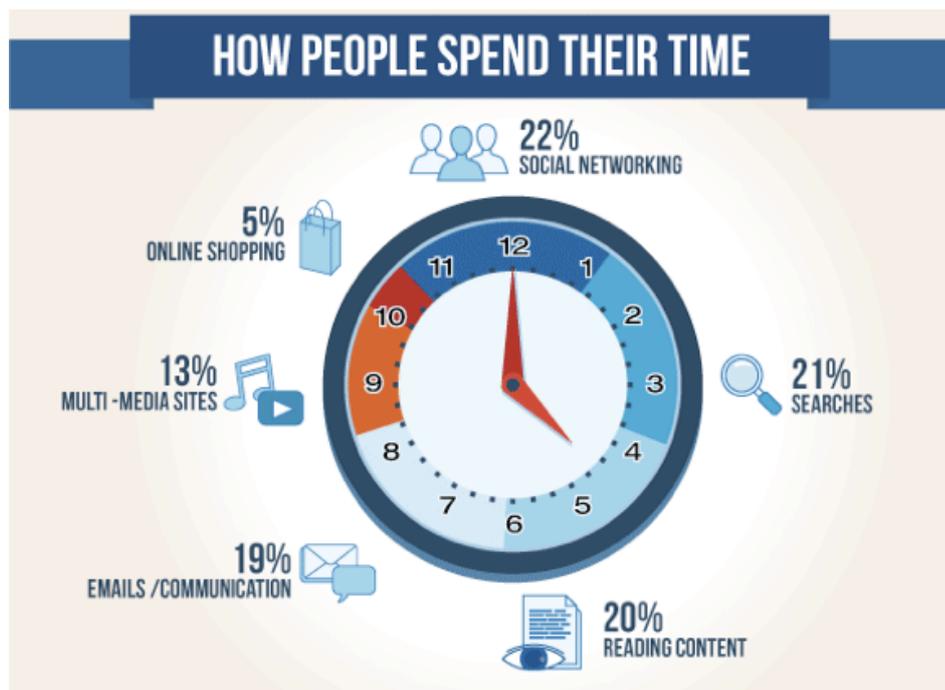


Figure 11: Online Activities. Source: Go-gulf.com

2.3 Expectations & Values

To capture the online consumer's eye he must not be talked at, but talked with. He seeks for variety, fun and entertainment. He wants to interact, collaborate and participate. Dialogue for him means being able to ask questions and criticize, which in turn provides transparency. Transparency again means authenticity and allows the online consumer to scrutinise content, a brand or a company. If a company withstands this scrutiny it has the consumer's trust,

¹⁴ cf. Joiner, 2012: 8

¹⁵ cf. Papathanassopoulos, 2011: 137

which means he is willing to share data, give his opinion and promote content via social network sites and other online channels.

Online communication channels are powerful tools in viral marketing, because they are easily accessible and daily visited by millions.¹⁶ In fact, many people check their Facebook profiles multiple times per day and they care about what their peers recommend.¹⁷

The consumer in general most trusts recommendations from people he knows, but he also believes in the reviews and opinions given by foreigners on the Internet.¹⁸ In the overload of information the online consumer is always looking out for classification and recommendation systems that help him filter the content. Herein the online community plays a crucial role. The online consumer holds community high. He wants to share his thoughts, discuss his ideas and socialize. The various forms of collaboration happening in the Internet are only possible because of community. The community gives people the recognition and appreciation they seek for their contributions.¹⁹ This functioning in itself is not that much different from 'real life' communities. But the online communities are more easily built and maintained. They provide more immediacy and wider reach. For these reasons they allow social bonding far behind the extent that would be possible to foster through face-to-face communication. Tapscott even believes that social network sites like Facebook might break Dunbar's number that until now had limited the scale of stable relationships in social networks.²⁰

2.4 Interim Result – The Online Consumer

The online consumer of the future is the Digital Native. He uses the Internet mainly for interpersonal communication, information acquisition and entertainment. He wants freedom of choice in everything he does. He wants to personalize, customize and create and he wants to be part of a community that he can share and exchange his contributions with. These communities connect users with each other, but can as well connect users with brands. They are a platform for direct communication and therefore can be a valuable feedback tool too. Social networks and communities are synonyms in this context. The online consumer spends much of his time networking. Through these networks peers

¹⁶ cf. Tapscott, 2009: 7 + 35 – 36 + 192

¹⁷ cf. Papacharissi, 2011: 217-218

¹⁸ cf. Nielsen, 2012: 3

¹⁹ cf. Steiner, 2011: 196

²⁰ cf. Tapscott, 2009: 193

also give and receive the most trusted recommendations. They are an important tool for categorizing and evaluating and therefore serve as a quality filter of content and products. Collaboration is the driving force of the community. The online consumer is ready to collaborate, if he receives the appropriate recognition. Herein he makes little to no distinction between collaborating with peers or brands, as long as transparency and authenticity is provided.

3 Case Study



Fig. 12: Structure of the Case Study

The case study presented in the following chapter is based on observations and expert interviews. These two steps of analysis have been chosen, in order to rectify and complement each other. As the topics of CRM and journalism are broad, this case study focuses on an excerpt of three different lifestyle men's magazines, namely Men's Health Magazine, M2 Magazine NZ and Ask-Men.com, and their CRM strategies. It does not aim at providing broad-based, but in-depth information on a specific excerpt of the topic in CRM in journalism. Even though large parts of this work are applicable to journalism in general, the following chapters only claim to be valid for the specific area of lifestyle magazines for men. In the first place this does not include men's magazines with a focus on scantily clad women, like Playboy or Penthouse, although the findings might be relevant for these kinds of magazines as well.

3.1 Observation

The main part of the analysis is based on observations. The magazines and their various communication channels have been identified, observed and analysed, in order to detect changes in the CRM approach and visualise new online CRM measures of the three compared magazines. The observations aim at answering the research question of how the Web 2.0 has changed CRM in the area of lifestyle magazines for men.

Therefore the observations have been conducted in a natural setting and have been disguised, as the magazines have not officially been given notice of being analysed regarding their CRM strategies. Consequential the magazines have not been able to manipulate the results. Information about the communication channels used by the three respective magazines was gathered and those most relevant for CRM purposes were further considered in this work. The observations were non-structured, as they did not seek to confirm or disprove a certain thesis but to provide new insights and information on CRM in journalism. Accordingly, the focus was set on how magazines engage in different communica-

tion channels as well as how consumers engage in the same communication channels and how this affects the CRM approach. Because a person has made the observations, subjective influences cannot be banned. However, the additionally conducted expert interviews aim at balancing subjective interpretations and complementing the observations.

3.2 Expert Interviews

The expert interviews seek to give deeper insight and background information on the CRM strategy the compared magazines are employing. Qualitative interviews have been conducted with editors-in-chief, digital editors and marketing chiefs of the respective magazines.

An interview guideline was designed in order to guide the interviews but leave the answers open and be able to react upon topics coming up in the conversation. The interview guideline was orientated on the research question: How do lifestyle magazines for men use the Web 2.0 in CRM?

As all participants are practising journalists and experts in the area of CRM in their respective magazine, an open conversation was the best way to obtain extensive, in-depth information. The interview aims at gathering information about the approach to CRM and the opinion of the interviewee. In this context neutral and open questions have been the most promising way to obtain valuable answers reflecting the points the participant considers relevant.

The sample of expert interviews is small corresponding with the narrow focus set in the case study. Two employees of M2 Magazine NZ and two employees of AskMen.com have been interviewed. The contact persons at Men's Health Magazine were not able to answer the questionnaire due to time constraints. All interviews have been conducted personally face-to-face or via Skype. This interviewing method was important, in order to be able to engage in the conversation and take up interesting thought-provoking impulses given by the interviewees.

The findings of the expert interviews are considered in the analysis of the following chapters and are marked with footnotes like any other source.

4 CRM in Men's Magazine Journalism

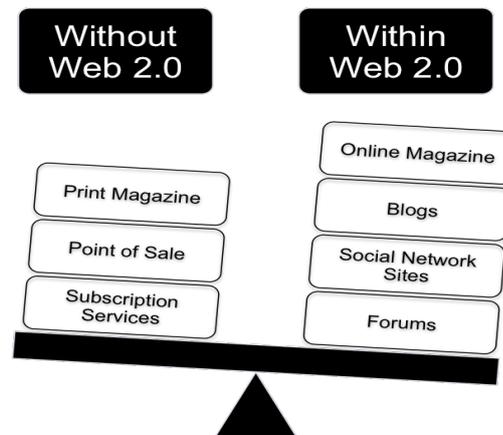


Fig. 13: Structure of CRM in Men's Magazine Journalism

Chapter 2 has shown that the online consumer's characteristics form a rather global customer profile. In line with globalization the selection of topics has also widely adapted to a worldwide agenda. This is the reason this section does not compare different nationalities or geographical distinctions in men's magazine journalism, even though the compared magazines interfere geographically and linguistically. Instead it compares magazines and their CRM approaches over time, in order to identify change that has taken place as a consequence of the consumer's evolution.

CRM and the focus on the customer are so important, because it all starts and ends with the customer. The customer buys the product and reads the content. The customer attracts advertisers. The customer is the most effective marketing tool. The customer is part of the brand. Without him any business would lose its legitimacy and financial fundament. Everything is connected to the customer. The customer should be, but not always is, the hub of a business' universe.

In this chapter, three men's magazines are compared regarding their CRM approach and strategy inside and outside the Web 2.0. Magazine journalism is a field little covered by research, as most of the time the focus lies on newspapers rather than magazines and even less often men's magazines are subject of research. The chosen titles all are established and successful publications that because of years of existence are especially well-suited for observation. One of these magazines is Men's Health US, as a worldwide known magazine with several editions that are distributed globally. Furthermore it is one of the publi-

cations that have their roots before the Internet established itself as an influential news channel. AskMen.com, on the other hand, is an online-only brand and has based its business model on the Internet. The M2 Magazine New Zealand, which is a small and independent publication with further editions in the Australasian area, has launched in the age of Web 2.0, but as a print publication. These three magazines offer a variety of premises and strategies to analyse, but are all designed as lifestyle magazines for men, which qualifies them for the comparison. Furthermore all magazines are using the Web 2.0 as a communication channel and therefore are relevant for this work. But in order to be able to track changes in CRM, the offline measures of the two print magazines will also be considered.

4.1 Without the Web 2.0

The following paragraphs give a compact overview of the CRM measures Men's Health Magazine and M2 Magazine have employed and still do employ without regard to the Web 2.0. The offline CRM strategies are important for the comparison, but will not be explained as detailed as the online CRM measures, because the focus lies on the changes in CRM in journalism and the tendencies in CRM employed within the Web 2.0.

4.1.1 Print Magazine

Men's Health and M2 Magazine alike, have most of the time focused on the printed magazine as the core of their business model. Yet, founded in 1987 and 2005 respectively, the time frame has been another.¹ The Internet has not much influenced the beginnings of Men's Health, much less the Web 2.0. In 1987 the customer relationship was still based on the traditional production value chain: producer – distributor - consumer.² The customer could give feedback by writing reader letters or call the customer service during opening hours. For the rest, it was his purchase decision or subscription that left the most positive feedback. The same is true for M2 Magazine, even though it launched in a completely different time, when the Internet and especially the Web 2.0 had been established yet. However, the online environment was used to sell subscriptions of the print magazine only. Although this decision was purely economically influenced, it still meant the magazine was findable online.³ The Internet shop meant maintaining a second Point of Sale in the Internet, with the goal to raise awareness among users and in consequence raise revenues of the print magazine.

4.1.2 Point of Sale (POS)

The Point of Sale is where the customer gets in contact with the magazine, often for the first time. Here is, where the selling conversation takes place. Here is also, where customer relationships start or do not start. The presentation on the newsstand is a crucial factor in the purchase decision and therefore in initiating

¹ cf. Expert Interview, Rowell, Editor-in-Chief, 2012

² see paragraph 1.4.4

³ cf. Expert Interview, Rowell, Editor-in-Chief, 2012

a customer relationship. The cover of a magazine raises the awareness of the customer, which is why a special focus is set on its design and layout. The cover should represent the relevant contents. In consequence, a magazine's contents are decisive for CRM. They do not only make for the first purchase decision but in the long-term are, what retains the customer. If the contents are hitting the nerve of the reader, he will be more likely to subscribe to the magazine as well.

4.1.3 Subscription Services

Subscriptions are an important selling and measuring tool in CRM. They not only generate revenue, but also are proof of a loyal long-term customer base. They furthermore allow building up databases of relevant customers and ex-customers, who might return to the magazine. The database in turn allows the magazine to target customers more specifically and personally.

M2 Magazine regularly calls customers or sends out e-mails to get feedback and submit new subscription offers. These calls and e-mails help building personal and direct relationships between the customer and the magazine's representative. Such relationships and the connected positive customer experience can significantly influence purchase decisions. As a rather small publisher, M2 Magazine is also able to answer inbound calls to provide custom-tailored advice and support.⁴ Several studies have shown that customers prefer talking to real people instead of automated response systems (ARS), also known as interactive voice response (IVR), or Web interfaces.⁵

Latter options are machine enabled communication systems that provide limited choices to the customer. In consequence, the machines are less flexible. They are not able to provide the individual and custom-tailored support of a well-trained and well-informed customer service representative. It is true that even the knowledge of the most competent customer service representative knows limits, but compared to a machine, a real person has the advantage of being able to build interpersonal relationships with the customer. Interpersonal relationships are based on emotions and emotions strongly influence people's choices in all areas of life, purchase decisions and brand loyalty included.⁶

⁴ cf. Expert Interview, Rowell, Editor-in-Chief, 2012

⁵ cf. J.D. Power: 1 and cf. Interactions Corporation, 2011: no pagination

Author's note: J.D. Power analyses Wireless Customer Care Performance, but as the second study shows, the discontent with IVR is not limited to a certain branch, which is why the results can be applied to journalism as well.

⁶ cf. Tsai, 2001: abstract

4.2 Within the Web 2.0

How can purchase decisions and brand loyalty be influenced by the Web 2.0? The following paragraphs give an overview of the online CRM measures employed by the three compared magazines. AskMen.com is the only one of the three compared magazines that has directly started as an online publication in 1999.⁷ Men's Health went online in 1995 and M2 Magazine began to publish journalistic content online in 2008.^{8 9} With reference to these three magazines different applications of the Web 2.0 are presented and analysed regarding their relevance in CRM in journalism and their usage for CRM purposes.

4.2.1 Online Magazine

The online magazine is the virtual equivalent of the printed magazine. However, it has to be distinguished between the Website and digitalized offline content. Therefore in this work the Website will be referred to as the online magazine, whilst the digital magazine means the print magazine available online as digitalized content. The online magazine, as the Website, includes not only content, but also customer service in form of frequently asked questions (FAQ) or subscription management in form of automated online registration processes. In consequence, the online magazine has to be seen as a product on its own right, which is strongly interlinked with its predecessor, the print magazine, but still demands for its own organisation and staff.

In its most basic sense the online magazine does the same thing as the print magazine does. It provides relevant content to its readers. The start page in some way serves as the online magazine's cover. It has to raise interest in the reader. But in contrast to the print magazine there are no space, place or time constraints for publishing content. The online content can be hyperlinked to other relevant content from other sources. It can be updated any time and from any location in the world that is connected to the Internet. Being connected to the Internet is also the only premise for anyone to access the content. The customer can leave feedback anytime by sending e-mail or even by directly com-

⁷ cf. Expert Interview, Bassil, Editor-in-Chief, 2012

⁸ cf. Whois [online]

⁹ cf. Expert Interview, Rowell, Editor-in-Chief, 2012

menting on a certain article. Men's Health Magazine and AskMen.com both work with a Facebook plug-in to enable readers to have their say.¹⁰ Because the online content of all three magazines is free, the articles are different from those in the printed magazine, in order to maintain revenues from offline. Solely AskMen.com as an online-only magazine maintains itself completely through the Website. This is possible as long as enough people are visiting the site. Search Engine Optimization helps to draw traffic onto the Web page.

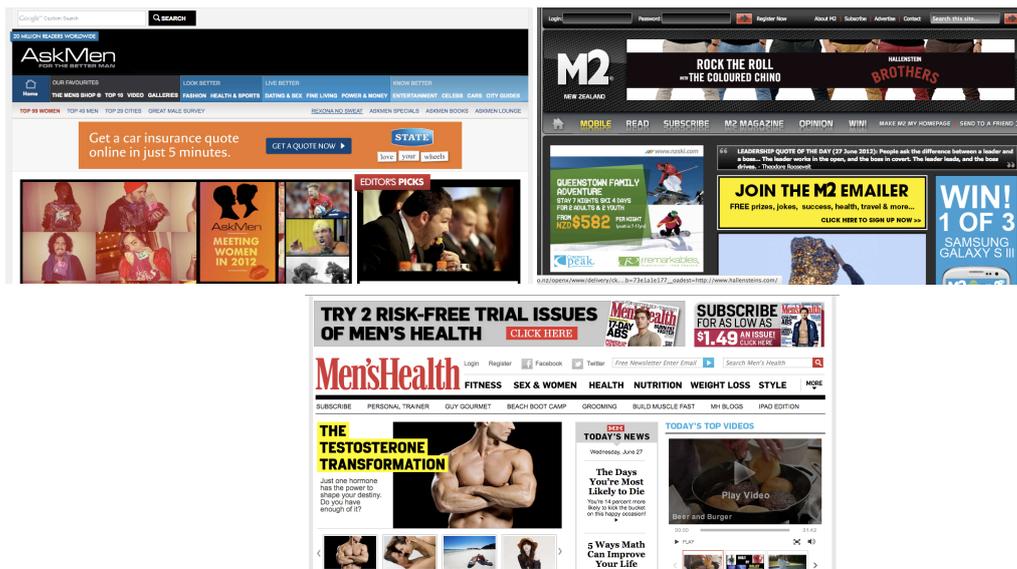


Figure 14: The Three Online Magazines.
Sources: askmen.com, m2magazine.co.nz, menshealth.com

4.2.2 Online POS/ Search Engine Optimization (SEO)

At first sight there is no such thing as an online POS, but thinking about it any search engine represents an online point of sale trying to display relevant content corresponding to the user's interests and demands. The user then chooses, on which link to click depending on the description and what he is seeking for exactly. If a magazine is shown on the first page of search results in Google, it has the best chances to be visited. In order to appear on the first site of search results, it needs SEO. SEO describes

¹⁰ This also demonstrates the interconnection of online tools. Facebook as a CRM relevant communication channel will be discussed later in this work.

“(t)he process, of building, designing, creating, or updating a website, or it’s contents, with the goals of increasing visibility within search engines, and improved placement on search engine results pages, for a desired set of keywords terms or market segment..”¹¹

This means certain key words are included into a Website so that users searching for these terms get a link to the online magazine shown in the unpaid search results, which seems more authentic and less obtrusive than paid advertising results. SEO can furthermore be used to make content from the online magazine better findable and more easily spreadable through social news sites, which will be analysed later in this work. However SEO is controversial, as it is often perceived as cheating manipulating the algorithms of search engines. In fact, SEO’s only goal is to make content better findable not to improve the content itself. As so often, with SEO as well it is about the right dose. High-quality content, transparency and authenticity should still rank first, but readers should also be able to find the high-quality content without searching for hours.

4.2.3 Online Subscription & RSS

Subscriptions’ importance in CRM in journalism has already been analysed as an offline measure in paragraph 3.1.3. Even though the nature of subscription has not changed online, it has still evolved to another level.

The subscription processes, like registration and send-out of content, are far more automated in the Internet. Customers can subscribe anytime they like due to a subscription form that can be completed and sent online. The digital magazine can be sent to the customer’s mobile devices and can be downloaded and read directly on the device as well. This way subscription becomes more flexible and data processing is accelerated, as online subscription data can directly be saved in databases. But subscription is not only possible for the digital magazine, but for the online magazine and other communication channels as well. The Emailer, for example, works like a newsletter regularly sending out updated information to subscribers. An employee writes the information that stands apart from any content published elsewhere, whereas RSS means ‘Really Simple Syndication’ and makes it possible to keep up-to-date with a certain Website, as updated content is automatically distributed to subscribers. It enables users to consume content without losing time, as there’s no need for daily scanning the

¹¹ Gray (SEO expert) cited by Shoemaker, 2008

favourite Website for updates. AskMen.com promotes such a RSS subscription service for their online magazine, whilst M2 Magazine and Men's Health Magazine rather focus on subscription and newsletters. Furthermore RSS is often used for blogs as well.

4.2.4 Blogs

The definition of a blog given at the beginning of this work was short, simple and rather general.¹² But for this section creators and objectives of a blog have to be further specified.

*"Weblogs ("blogs"), frequently modified webpages containing individual entries displayed in reverse chronological sequence, are the latest mode of computer-mediated communication (CMC) to attain widespread popularity."*¹³

This definition by Herring et al. provides deeper insight into the dynamic of a blog and the purpose of the blogger(s). Blogs are an easy-to-handle and effective tool for reaching a bigger audience. It has to be emphasized, though, that this is not always the goal and motivation of a blogger. There are different types of blogs and depending on the respective type of a blog and also the individual blogger behind it, motivations and goals may vary. However, widespread popularity is a decisive goal for a magazine. This is also why the commenting function of a blog allowing open dialogue between writer and reader is especially important. The dialogue closes the feedback loop, as the reader can directly react on published content.

Because blogs can develop wide reach and create a solid and loyal readership, they are often dealt as competition to publishers going online, especially to publishers of magazines. This is because the majority of magazines and blogs both aim at providing in-depth articles on a broad-based topic, as for example lifestyle. The ten most visited blogs are all lifestyle orientated in a broader sense with varying focus on different sections like technology, entertainment or politics. Interestingly, the online-only newspaper *Huffington Post* writes the most popular blog of all.¹⁴ Looking at their topic selection reaching from business, politics and entertainment over tech, media, world and comedy to healthy living

¹² see paragraph 1.3.3

¹³ Herring et al., 2004: no pagination

¹⁴ Technorati, 2012: no pagination

and style, the question arises what makes this online newspaper different from an online lifestyle magazine.¹⁵ But this question is just a thought-provoking impulse and will not be answered here, as it stands apart from the topic of this work. Instead this paragraph will focus on how the compared magazines use blogs regarding their reach and their approach to the reader for CRM purposes.

4.2.4.1 Private Blogs

The majority of blogs still remain private, which means

“...an individual writes a blog for his own ends, whether motivated by the desire to release emotional tension, for artistic expression, to communicate with friends and family, to gain popularity with a wider audience or to record information...”.¹⁶

In consequence, no magazine can launch a private blog, but individuals could, if they do so as an independent private person and not as an employee aligned to the employing company. However, this would not have any purpose of building customer relationships then. So how could a magazine make use of private blogs?

As said before, blogs often cover the same topics as the compared lifestyle magazines do, so they are possibly targeting the same audience or at least part of it. This is a very valuable finding, because it means one can locate the own target group in the Internet. The commenting function of a blog furthermore allows addressing the target group and raising awareness of oneself. Identifying relevant blogs with a similar target group and regularly leaving comments would make the magazine easier findable in the Internet and would additionally start a dialogue with prospect readers. However, none of the magazines compared makes use of this possibility, which might be due to the relatively high amount of work linked to this measure and the lack of capacities at the magazine. On the other hand, monitoring of competing print magazines' content is standard practice at M2 Magazine and with the shift to online media in the long term might become standard practice in the Internet as well.¹⁷ Then it would be possible to extend online monitoring to commenting on online content as well.

¹⁵ The Huffington Post, 2012: no pagination

¹⁶ Puschmann, 2010: 12

¹⁷ author's practical experience

Even more effective would it be to have influencers in the field of private blogging writing for the magazine or the other way around having journalists of the magazine writing for popular blogs. This might be harder to achieve, but is the more elegant solution creating a win-win-situation for both, as it draws traffic from one site to the other. AskMen.com is pursuing this strategy, in order to raise awareness of the online magazine by collaborating with like-minded bloggers.¹⁸

4.2.4.2 Corporate Blogs

More popular with online magazines are corporate blogs. Corporate blogs distinguish from private blogs in their motivation, but overall they distinguish in their objectives. Corporate bloggers

“are people who blog in an official or semi-official capacity at a company, or are so affiliated with the company where they work that even though they are not officially spokespeople for the company, they are clearly affiliated.”¹⁹

This definition does describe the motivation of the blogger, which is his obvious affiliation with an organisation that he displays in the content published on the blog. However, this definition does not specify goals. Furthermore it is true that a blog is business associated, but it does not always have to be written by an employee. It could also be the founder himself or a freelancer, who is writing a corporate blog. For that reason another characteristic is far more important. A corporate blog pursues “organizational goals”.²⁰ Organizational goals are always aligned to a business strategy.

The Men's Health blogs can serve as an example. Men's Health is the only one of the three magazines compared using corporate blogs. Various editors are maintaining different blogs that are aligned to a specific topic as for example fitness, technology, sex and relationships or style and fashion.²¹ The writers are experts in the field and engage in a discussion with the reader or even answer his questions, as 'Jimmy the Bartender' does.²² The commenting function of the blog opens the possibility to make the article and the reactions towards it an

¹⁸ cf. Expert Interview, Johnson, Director of Marketing & Business Development, 2012

¹⁹ Silfry, 2004: no pagination

²⁰ Weil, 2006: 1

²¹ Men's Health Blogs [online]

²² Men's Health Blogs, Jimmy the Bartender [online]

ongoing conversation between editors and readers. These conversations can be used for market research purposes, in order to recognize topics of special interest for example. But they also make the communication between the magazine and the reader more direct and immediate, which in turn has a bonding effect on their relationship. Readers can turn to their favourite magazine for advice on the most delicate topics and will be assisted by experts. This is a service readers appreciate, because it helps them dealing with everyday problems and it connects them to people with the same problems and people, who can possibly solve their problem. The blog creates the so important community for its readers and a specified community furthermore that is adjusted to the reader's particular interests. In this context the organizational goal of Men's Health is CRM, retaining the customer and making him return to the blog every time advice is needed. The relationship with the magazine is personalized, as the bloggers become some kind of 'best friend' or 'trusted mentor' to the reader.

4.2.4.3 Microblogs (Twitter)

Microblogs are very different from their aforementioned relatives in dynamic and appearance. They "(...) allow users to exchange small elements of content such as short sentences, individual images, or video links".²³ Their interface is designed as a newsfeed, which shows the most up-to-date and most relevant information first. Relevance is herein defined as the user's choice. The user chooses other users whose content he wants to subscribe to and gets their posts directly submitted to his start page. This fast and immediate way of receiving information packaged in easily digestible newsbites is a response to the increasing information overload in the Internet that has left its trace on the users. Users prefer short messages that can be faster and more easily assimilated. In consequence, the posts on microblogs are not always short because of space constraints, but often also because users choose to generate shorter messages and are more likely to react to shorter messages as well.²⁴

The most popular example of microblogs is Twitter, which was created in 2006 and today counts about "100 million active users around the globe".²⁵ This number reflects Twitter's popularity and wide reach, which make it a relevant tool for CRM. Besides Twitter other microblogs like Tumblr, Jaiku, Plurk or

²³ Kaplan, 2011: 106

²⁴ Jones, 2004: 194

²⁵ Twitter, 2011: no pagination

Yammer exist, but will not further be considered in this work, as Twitter is most used for CRM purposes.

Indeed, all of the three magazines compared use Twitter for CRM purposes, also because large parts of their target group can be found here.

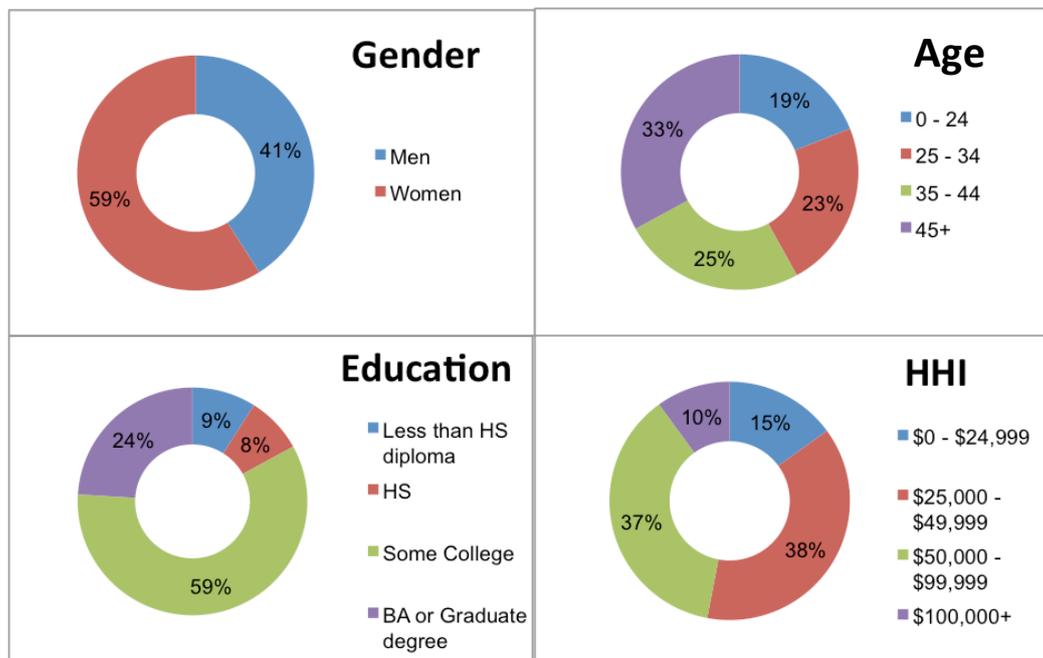


Figure 15: The Twitter Population. Source: Online MBA

Comparing the Twitter population with the target groups defined in chapter 2 it becomes clear that there are quite some interferences (Fig. 15).

41 percent of Twitter users are male and almost half of them are between 25 and 44 years old. Furthermore over three quarter of users have at least a high school diploma and almost half of them have a household income (HHI) of over 50,000 dollar. It is not certain that all users of this age, education or HHI are male, but it is probable that a considerable number will be. In consequence, even though Twitter is slightly more female dominated, it is an important communication tool in CRM of men's magazines, as the wastage is compensated by high reach and cost-effectiveness.

Through their accounts the magazines regularly distribute content that might be relevant to their readers. This content can be from the print magazine, the on-line magazine or other sources as well. The posts contain a variety of topics and often also include links that provide further information on the topic for those interested. It is the speed of this communication channel that hits the nerve of the new generation of online consumers. The Twitter account like the online magazine filters relevant content, but in contrast to the in-depth informa-

tion the online magazine offers, Twitter packages its content into compact newsbites. Metaphorically spoken the online magazine is a whole dinner, while the Twitter updates are small snacks for in between. The amount of time users spend on Twitter gives further proof of this difference in usage patterns. On average a user spends 11:50 minutes per visit on Twitter, which is much less than people spend on news sites or social network sites, as the following paragraph will show.²⁶ Furthermore a microblog is more powerful in reach than other blogs, as users can be 'followed' and posts can be 'retweeted' inside the medium.

'Following' in this context means nothing more than subscribing to a user's content. Thus the number of 'followers' has high impact on a user's reach. Figure 16 shows the reasons people decide to follow another user. It also confirms the finding that peers' opinions are the most trusted recommendations.

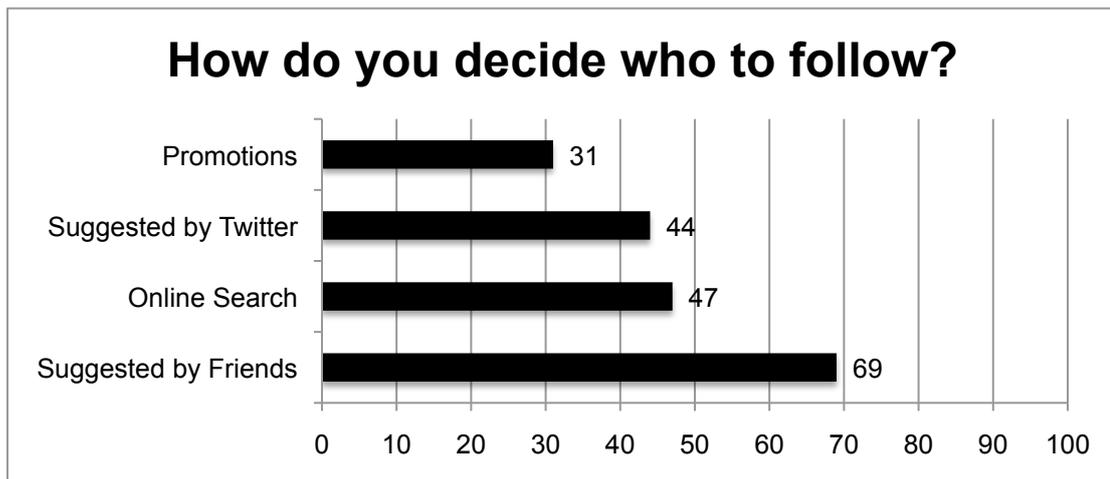


Figure 16: Reasons For Following Users.

Source: Infographics Labs, 2012

'Retweeting' on the other hand means posts of one user are replicated by other users and then are published on their followers' start page as well making for considerable reach. There are different reasons for people retweeting posts. Figure 17 shows some of them and gives further proof of how important the quality and relevance of distributed content is.

²⁶ Online MBA, 2012: no pagination

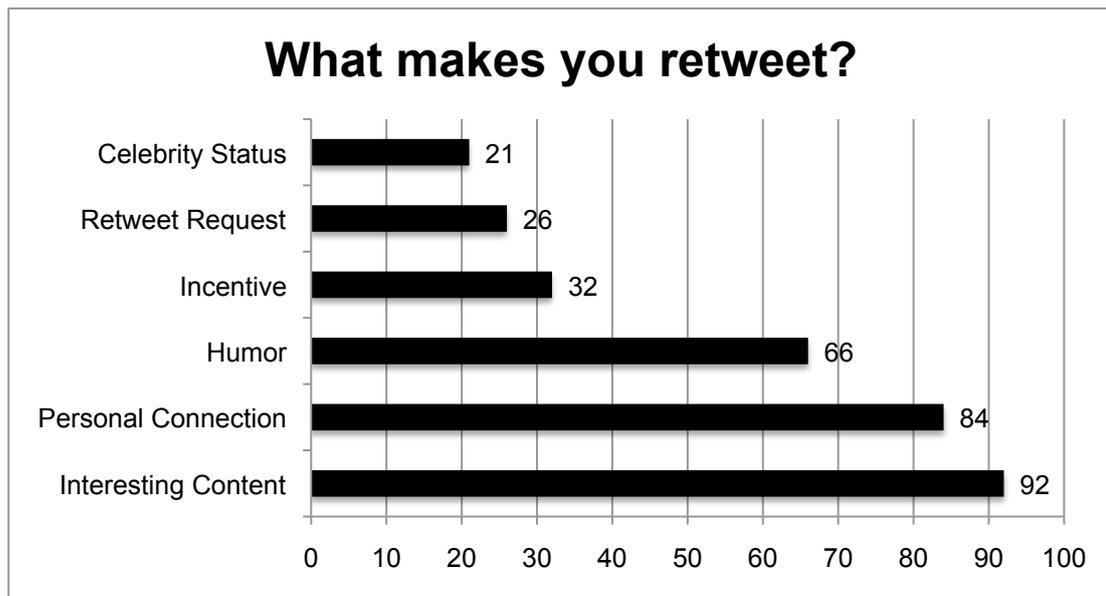


Figure 17: Reasons For Retweeting Content.

Source: Infographics Labs, 2012

All three magazines address their audiences through Twitter by asking questions and encouraging interaction in form of following, retweeting or commenting. Further interaction is possible through linking and classifying content. Individual users can be addressed by linking to them so the content will automatically be shown on their start page and the start page of their followers as well. It is also possible to link a post to specific topics and areas of interest by classifying it with tags. The magazines make use of these possibilities in order to personalize and specify communication. Tagging makes content more easily findable and linking to a user helps to open up dialogue.

Men's Health, for example, uses Twitter to promote content from the online magazine, as well as their blogs and other digital channels.²⁷ M2 Magazine also pushes the content from the print and online magazine and regularly publishes quotes and competitions that should engage with the reader.²⁸ AskMen.com, on the other hand, promotes a balanced mix of content from the online magazine and external sources, whilst also addressing its readers through questions and quotes.²⁹ This observation clearly shows that Twitter is mainly used for pushing content published on other communication channels, which can be internal sources of the magazine or external sources from other Web pages.

²⁷ Twitter Men's Health [online]: no pagination

²⁸ Twitter M2 Magazine NZ [online]: no pagination

²⁹ Twitter AskMen [online]: no pagination

4.2.5 Social Network Sites

Whilst a blog is mostly issue driven, social network sites are always individual-related. Twitter is the transitional link between blog and social network site. It has a strong self-presenting component and also allows users to display a list of people they follow and a list of people, who follow them. Being able to share connections with other users and make them visible to peers is one of the premises for building a social network.³⁰ However, Twitter does only allow dialogue between users, but no deeper connection, as it is possible on social network sites. Twitter posts can be individual-related and might reflect a person's everyday life, but social network sites are built to provide much deeper and more extensive insight into a person's character, interests, activities and habits.

4.2.5.1 Facebook

Facebook is the most popular social network site counting 845 million active users since its foundation in 2004. The page allows registered users to create a personal profile, to generate and distribute content, to share and like content, to comment on content, to articulate a list of friends and to specify relationships with them. On average a Facebook user maintains 462 connections and spends 23:30 minutes on the site.³¹ That is more than the double time users spend on Twitter and is proof of the in-depth relation users develop with the social network site.

Facebook is not only a platform for dialogue and exchange but as well an abundant source of personal information. Metaphorically spoken, Facebook is the virtual mirror of real life reflecting interpersonal relationships, daily moods, opinions, interests and activities through photos, status updates, likes, comments and shares. And it is not just college girls chatting on Facebook, but also a considerable part of the previously defined target group of the compared men's magazines (Fig. 18).

³⁰ see paragraph 1.3.3

³¹ Young Upstarts [online], 2012: no pagination

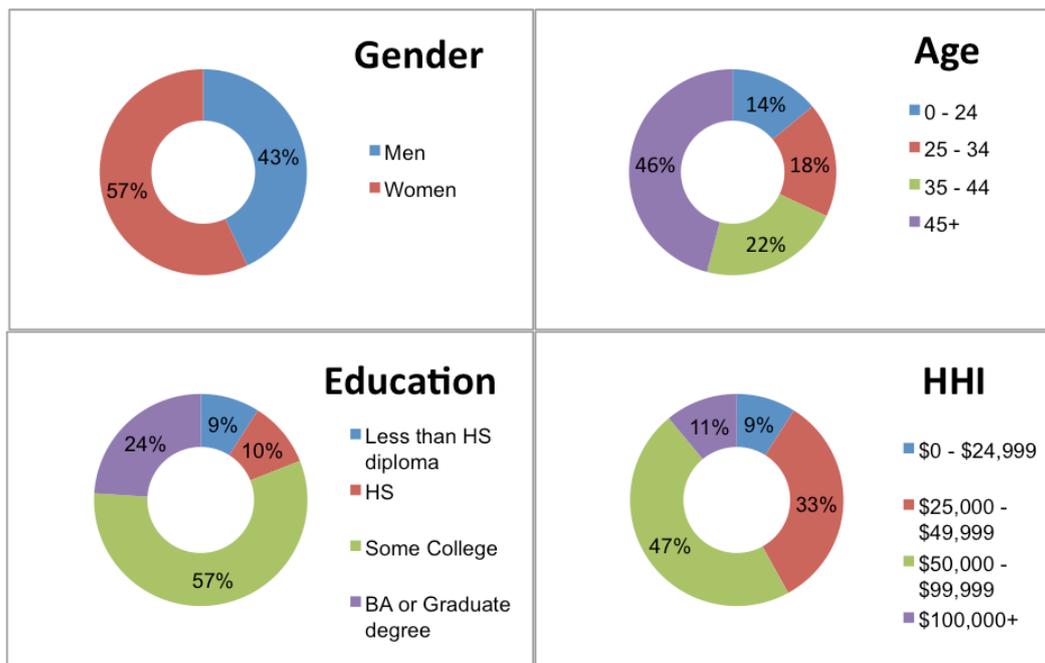


Figure 18: The Facebook Population. Source: Online MBA

43 percent of Facebook users are male and about the same number is between 25 and 44 years old. The large majority has some college degree or higher and over half of Facebook users earn more than 50,000 dollar. Again it cannot be said how many of the relevant age group, education level or HHI are male in the end, but in any case the target group can be found on Facebook. Better said the target group can find the men's magazines on Facebook.

Since some time businesses as well can create their own profile or 'fan page' on Facebook and engage in the virtual everyday life of their audience. The advantage of approaching customers this way is that they are met in a familiar and relaxed environment, where they are more likely to deal with the brand's messages and to participate in dialogue. That the environment is encouraging and simplifying interaction makes the approach through Facebook so special and valuable for CRM.³²

All three men's magazines use Facebook fan pages to keep in touch with their target group. They share content with their audience, but as well invite to participate in competitions or to comment on photos and statements. Men's Health Magazine, for example, posts recipes, workout exercises and tips for a successful relationship with short texts encouraging reaction from the reader's side. Their Facebook account is highly interconnected with other communication channels both online and offline. The print magazine, but as well corporate

³² cf. Expert Interview, Rowell, Editor-in.Chief, 2012

blogs or radio podcasts referring to the magazine are promoted on the Facebook page. Furthermore each blog maintained by Men's Health possesses its own Facebook site.³³

M2 Magazine uses Facebook to promote the print magazine but also android and other digital channels like for example the Emailer. The content is very similar to the pieces published on Twitter. Quotes, photos, competitions and content from the online magazine are shared with the readers and M2 Magazine also makes use of the survey function to explore readers' opinions and interests.³⁴ AskMen.com as well uses the Facebook surveys for their market research and promotes content from the online magazine as well as photos, quotes and tips.³⁵ All content distributed on Facebook aims at engaging with the reader and encourages interaction by, for example, asking questions towards the audience.

4.2.5.2 Digg

Digg is a social news site and as the online consumer's profile has shown, especially men like using social news sites for their regular news consumption. The user characteristics in Figure 19 confirm this finding.

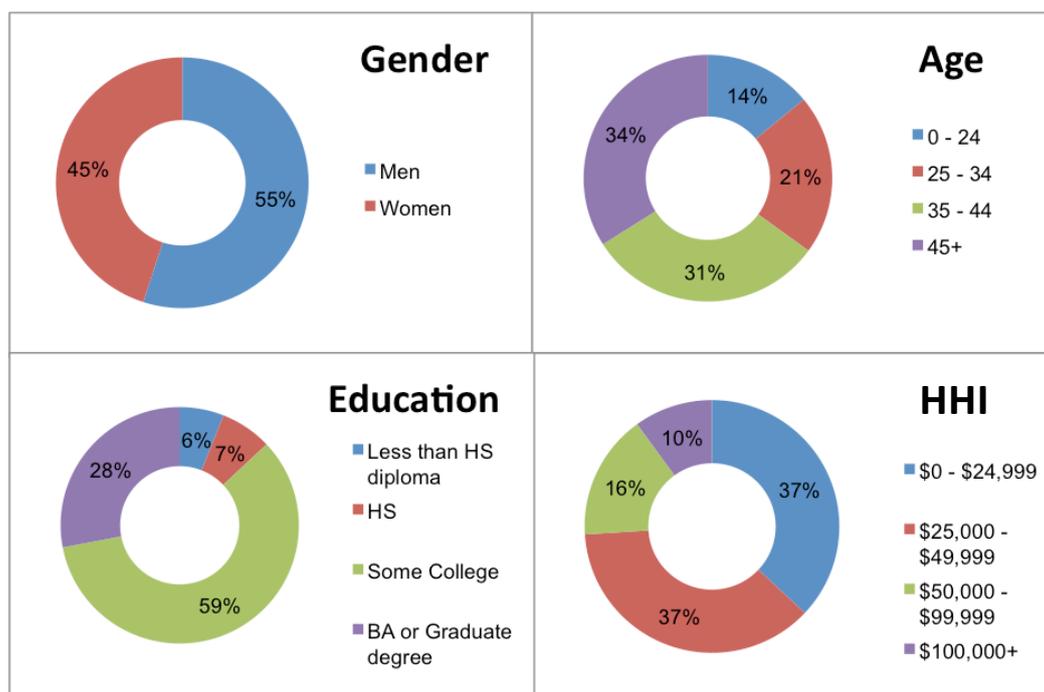


Figure 19: The Digg Population. Source: Online MBA

³³ Facebook, Men's Health [online]: no pagination

³⁴ Facebook, M2 Magazine NZ [online]: no pagination

³⁵ Facebook, AskMen [online]: no pagination

More than half of users are male and in the core age group of 25 to 44 years. The large majority is well educated with at least a college degree. However, only 26 percent earn more than 50,000 dollar. As with the aforementioned Social Media channels the graphic does not provide information on how many males are included in the last three figures. But still, Digg is an influential communication channel for reaching the target group, because of its high reputation and authenticity.

Social news sites serve as a recommendation system for content. Users read articles and rate them. Based on these evaluations articles are then recommended to other users, who read and rate them again and so on. In consequence, Digg is an important rating tool for content and makes articles better findable in the Internet. Furthermore users do highly trust their peers' recommendations, which make the evaluation from social news sites like Digg particularly valuable. Digg does not produce content but promotes content from external sources that has been submitted by users. The articles are categorised in topics and can be shared via Facebook and Twitter, which raises reach and circulation. Further interaction is possible within the Digg community through comments and read related stories. The evaluation also serves as a base for the popular ratio and other statistics provided inside the community.

SEO is important in this context, as it makes content from other sources findable for further usage in online recommendation systems like Digg that in turn again raise the popularity and reach of articles. Quite some articles of AskMen can be found on Digg and are directly leading to the online content and the Webpage, which might generate considerable traffic.³⁶ However, in order to encourage users to submit and evaluate articles, their content has to be interesting, appealing and findable in the first place.

4.2.5.3 Stumble Upon

Stumble Upon is a social news site that shows its users content corresponding to their afore indicated interests. It works as a classification system that filters content, in order to only display relevant content on the user's screen. The coincidentally generated personalized recommendations can be evaluated, shared and saved on the reader's profile. Furthermore, like on Twitter, people and channels distributing interesting content can be followed to keep up-to-date with their publications. AskMen is the only one of the three compared maga-

³⁶ Digg [online]

zines that maintains a channel promoting content from the online magazine.³⁷ This way the magazine raises its reach and is more easily findable in the Internet. Furthermore it leverages the fact that its target group is likely to engage in social news sites and is consuming large parts of its news on such Web pages. However, online applications like Stumble Upon or Delicious, which will be described in the following paragraph, are not standard practice in CRM in journalism yet.

4.2.5.4 Del.ici.ous

Delicious is a social bookmarking site and like Digg or Stumble Upon works as a recommendation system. However, people do not recommend content by rating it, but by classifying content with the help of tags and thereby giving it relevance in a special field of interest. Delicious helps making relevant content easier to find. Content from many different digital sources can be saved and shared compiled in themed stacks. Furthermore recommendations can be personalized by commenting on them and by inviting friends to contribute content to the stack.

Links to content of all three magazines can be found on Delicious. However, this communication channel can hardly be influenced by the magazines and therefore is rather a tool of attracting customers in the first place than maintaining the relationship in the long run. Delicious can be an important location for establishing another online POS additional to search engines though.

4.2.6 Forums & Communities

Forums and communities enable users to find like-minded people that share interests and experiences and maybe can give valuable advice on specific topics. The only thing that differentiates online forums and communities from real life communities is that they are all time accessible, people from all over the world can easily connect with each other and thus online communities can reach an impressive number of members.

The AskMen Lounge counts 87,137 members, of which 1,422 are active. Different discussions deal with a variety of topics as for example men's issues, politics, career and money or love and relationships.³⁸ With such a forum the

³⁷ StumbleUpon, AskMen [online]: no pagination

³⁸ AskMen Lounge [online]

magazine creates a community for its readers not just in terms of thinking about the same issues, but also in terms of sharing interests, problems and advice. The readers open themselves and talk about their concerns, experiences and feelings. A real community that is created through events complements the virtual community and makes the brand AskMen more tangible.³⁹ This interconnection between online and offline helps the magazine being present on all levels and interacting with their readers as much as possible. The offline events draw traffic to the online communication channels and the online communication channels promote the offline events. This way AskMen leverages the virtual and the real social environment in order to create and maintain communities for their readers. AskMen also enables readers to take a look behind the scenes. The magazine is not only issue-related, but also individual-related. In most magazines the editor's letter shows the face of the magazine and aims at building a closer relationship with customers. AskMen leverages the online environment to keep its readers up-to-date not only with the world's topics, but as well with the magazine's topics making the customer relationship more personal. Readers provide a lot of information about themselves in Social Media and the magazine reciprocates this openness and readiness to collaborate offering transparency and in turn authenticity to their readers.

³⁹ cf. Expert Interview, Johnson, Director of Marketing & Business Development, 2012

5 Conclusion

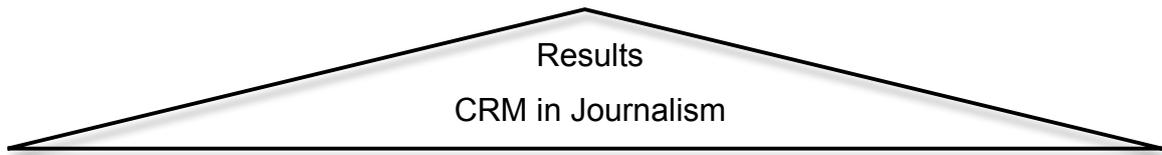


Fig. 18: Structure of the Conclusion

This chapter summarizes and outlines the findings of this work, in order to answer the research question of how CRM in journalism has changed due to the Web 2.0.

The study has shown that CRM in journalism has changed through the impact of the Web 2.0. As outlined in the first chapter, the Web 2.0 has evolved as a virtual social environment within the traditional Internet. The interactivity it offers, has laid the foundation for a new network communication model that triggered the evolution of the consumer. The once rather passive and isolated consumer has evolved into a proactively engaging user. His characteristics in the second chapter have revealed that he values community, collaboration and participation. The Web 2.0 encourages all these things and this way brings content providers and readers closer together. Furthermore the immediacy of the communication channel has closed the feedback loop and gives the opportunity to share opinions, evaluations and comments at any time from any place connected to the Internet. This direct reaction on the actions undertaken by the magazines gives the journalists better insight into their customers' demands, but at the same time makes the process of CRM less controllable.

Users do not only distribute positive feedback via the communication channels of the Web 2.0, like social network sites and blogs, but do also complain or even advise against a brand. Consumers have always done so, but the Web 2.0 gives them a louder voice with wider reach and better chances of being heard. In times of the print magazine the customer called the customer service to complain about negative experiences like neglected purchase promises talking to one representative of the magazine over the phone. Then he maybe told some friends about it. But in the age of Web 2.0 the customer vents his anger on the Facebook page or via Twitter, where he talks to hundreds if not even thousands or billions of people, who can all publicly read about one customer's discontent. A chain reaction of this scale is only possible in the Web 2.0. Even

though this can have negative impact on a business, it can also work in favour of the brand, when it comes to viral marketing and word-of-mouth.

In any case this new voice of the consumer has caused change in the relationship between the magazines and their customers. A power shift has taken place in favour of the consumer and has made adaptation regarding CRM in the Web 2.0 essential. CRM is not business-driven anymore, but literally consumer-driven. The customer tells what he wants, when he wants it and where he wants it and the business is given the chance to make the best out of it by carefully listening. It sounds as if CRM has never been easier.

It is right that it has never been that easy to identify customer demands, but it has not necessarily become easier to satisfy these demands, which is essential in order to maintain a successful and mutually beneficial customer relationship. This goal of CRM, maintaining a mutually beneficial relationship, has not changed, but the ways of reaching this goal are different in the Web 2.0. The buzzwords collaboration, conversation, community, engagement and transparency have reached new meaning in the Web 2.0, where they cannot only be more easily and effectively realised, but are also expected by the online consumer.

However, even though the online consumer wants to collaborate and engage, not all customers participate in online communication channels in the same way. Each medium, if Twitter, Facebook or Digg, has its own influencers. These are people, who engage more than the average user and therefore are especially influential in spreading their content and in reaching peers. Journalism could benefit a lot from identifying and collaborating with these very active users. Also important in this context are social media analytic tools like Klout that this work did not cover, as it would have gone beyond the scope of this study. These tools help measuring the influence of social media presences and might provide further interesting insights on the impact profiles of individuals and as well profiles of businesses have. In general, collaboration with readers holds many advantages. Topics and contents can be generated with the audience directly responding to their demands and interests.

This is not a measure of cost-effectiveness though. Collaboration with the reader has to be in line with the idea of community meaning that again it has to be mutually beneficial. The characteristics of the online consumer have shown that he is likely to cooperate, but only under the conditions of transparency, authenticity and a fair and user-friendly environment. Journalism should picture itself as a filter of relevant high-quality content and interesting topics as indi-

cated by the audience, instead of a gatekeeper dictating the topic agenda to its readers. This is a chance to improve journalism and underpin its importance in the Web 2.0 by filling this niche of providing ordered and easily findable high-quality content. Even though, the print magazine might not survive in the long term, the information overload in the Internet, gives journalism this new legitimacy it has to adapt to.

In consequence, the magazine becomes part of the reader community and the readers become part of the magazine's community. Online and offline channels have to be interconnected, in order to draw traffic from one to another. Readers, content producers and communication channels have never been so strongly intertwined. It might seem frightening to some to share power with a mass of readers and losing control over them, not really being able to 'manage' the customer relationship anymore. But like in any relationship it is about trust. The readers trust the magazine, but in turn the magazine also has to trust its readers. Honest brands most of the time have little to be concerned about. They also have to deal with scrutiny and criticism but customers will be more likely to pardon mistakes. Consumers do not want to see the magazine as a perfectly organised business, but as a community with real people standing behind it. Even though it sounds contradictory - in many ways the Web 2.0 has made CRM more personal and more individual-related. CRM in the Web 2.0 has finally adapted to the customer focus journalism eventually had to adapt to, in order to succeed.

However, there are some more areas of interest that this work was not able to cover. As mentioned in the very first chapter of this work, journalism is struggling with financial issues inside the Web 2.0, as most content is available for free. In consequence, relationship management with advertisers and the impact the Web 2.0 had in this context would also be an interesting field of research. The topic of CRM can also be extended to suppliers of the magazine, which is an area little covered by research so far.

Last but not least the question of what differentiates magazines from newspapers in the age of Web 2.0 is also exciting to explore. Many borders have blurred due to the Web 2.0. Newspapers have adapted to a broader set of topics, in order to remain competitive. The evolution of the journalism industry has not yet come to an end and all those inspired by challenges and embracing change will be excited to witness the process and having the chance to explore and experience this new media era.

List of Literature

- Agrawal, M.L.** (2003). *Customer Relationship Management (CRM) & Corporate Renaissance*. Journal of Services Research, Vol. 3 (No. 2), October 2003 – March 2004. Retrieved from: jsr-iimt.in/freesample/customer.pdf (downloaded on: 17.07.2012)
- AskMen** [online]. <http://www.askmen.com/> (last checked: 17.07.2012)
- AskMen Lounge** [online]. <http://boards.askmen.com/> (last checked: 17.07.2012)
- Barlow, Aaron** (2007). *The Rise of the Blogosphere* (Westport, Conn.: Praeger).
- Benkler, Yochai** (2006). *The Wealth of Networks: How Social Production Transforms Markets and Freedom* (New Haven, Conn.: Yale University Press).
- boyd, dana m.** and Ellison, N. B. (2008). *Social network sites: Definition, history, and scholarship*. Journal of Computer-Mediated Communication, Vol. 13 (No. 1), article 11, p. 210 – 230. Retrieved from: <http://jcmc.indiana.edu/vol13/issue1/boyd.ellison.html> (last checked: 24.05.2012)
- Bruns, Axel** (2005). *Gatewatching: Collaborative Online News Production* (NY: Peter Lang Publishing, Inc.). Retrieved from: http://books.google.co.nz/books?id=ybSFU9aDzsoC&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false (last checked: 17.07.2012)
- Bruns, Axel** (2008). *Blog, Wikipedia, Second Life, and Beyond: From Production to Producership* (NY: Peter Lang Publishing, Inc.).
- Bruns, Axel** and Bahnisch, Mark (2009). *Social Media: Tools for User-Generated Content. Social Drivers behind Growing Consumer Participation in User-Led Content Generation*. State of the Art, Vol. 1, March 2009, p. 1 – 60. In cooperation with Smart Services CRC.
- Buttle, Francis** (2000). *The CRM Value Chain*. Retrieved from: suanpalm3.kmutnb.ac.th/teacher/FileDL/sakchai106255314285.pdf (last checked: 17.07.2012)
- Buttle, Francis** (2002). *Is It Worth It? ROI on CRM*. Retrieved from: buttleassociates.com/doc/IsitworthitROIonCRM.pdf (downloaded: 24.05.2012)

- Buttle**, Francis (2004). *Customer Relationship Management: Concepts and Tools* (Amsterdam, Oxford: Elsevier Butterworth-Heinemann).
- Cardoso**, Gustavo (2011). *From Mass to Network Communication* (chapter 7). Media Perspectives for the 21st Century (London, NY: Routledge). Publisher: Stylianos Papathanassopoulos
- Ceruzzi**, Paul E. (2003). *A History Of Modern Computing*, 2nd edition (Massachusetts Institute of Technology). Retrieved from: <http://books.google.co.nz/books?hl=en&lr=&id=x1YESXanrgQC&oi=fnd&pg=PR5&dq=A+History+of+Modern+Computin&ots=ZH0vqh3vW1&sig=RIJbmPwJsBteM-2RdoLpEUBT7Jk#v=snippet&q=Personal%20Computer&f=false> (last checked: 17.07.2012)
- Deuze**, Mark (2011). *Media Life* (chapter 8). Media Perspectives for the 21st Century (London, NY: Routledge).
- Digg** [online]. *Search Results 'AskMen'*. Retrieved from: <http://digg.com/search?q=askmen&sort=digg&custom=false> (last checked: 17.07.2012)
- Expert Interview** (2012).
- Bassil**, James (2012). Editor-in-Chief at AskMen.com. Expert Interview by Fenja Villeumier. Recorded on 14.06.12 via Skype.
- Johnson**, Ryan (2012). Director of Marketing & Business Development at AskMen.com. Expert Interview by Fenja Villeumier. Recorded on 30.06.12 via Skype.
- Kaku**, Dinesh (2012). Social Media Manager at M2 Magazine. Expert Interview by Fenja Villeumier. Recorded on 18.06.12 at Ponsonby Road, Auckland, NZ.
- Rowell**, Andre (2012). Editor-in-Chief at M2 Magazine. Expert Interview by Fenja Villeumier. Recorded on 19.06.12 at Editorial Office, M2 Magazine, 72 College Hill, Auckland, NZ.
- Facebook** [online]
- AskMen**: <https://www.facebook.com/AskMencom> (last checked: 17.07.2012)
- M2 Magazine NZ**: <https://www.facebook.com/m2magazinenz> (last checked: 17.07.2012)
- Men's Health**: <https://www.facebook.com/MensHealth> (last checked: 17.07.2012)

- Furze**, Brian, Savy, Pauline, Brym, Robert J. and Lie, John (2012). *Sociology in Today's World*, 2nd edition (South Melbourne: Cengage Learning Australia Pty Limited).
- Gamble**, Paul R., Stone, Merlin, and Woodcock, Neil (1999). *Up Close and Personal: Customer Relationship Marketing @ Work* (London, Denver: Kogan Page Limited).
- Glasser**, Theodore Lewis (1999). *The Idea of Public Journalism* (NY: The Guilford Press).
- Go-Gulf** [online] (2012). *How People Spend Their Time Online [Infographic]*. Retrieved from <http://www.go-gulf.com/blog/online-time>, 02. February 2012 (last checked 21.06.2012)
- Goldenberg**, Barton J. (2002). *CRM Automation* (Upper Saddle River, NJ : Prentice Hall PTR)
- Gray**, Michael (SEO expert)
cited by:
Shoemaker, Jeremy (2008). *What ist the Definition of SEO?*. Retrieved from: <http://www.shoemoney.com/2008/05/14/what-is-the-definition-of-seo>, 14. May 2008 (last checked: 17.07.2012)
- Greenberg**, Paul (2009). *Time to Put A Stake in the Ground on Social CRM*. Retrieved from: <http://the56group.typepad.com/pgreenblog/2009/07/time-to-put-a-stake-in-the-ground-on-social-crm.html>, 06. July 2009 (last checked: 17.07.2012)
- Herring**, Susan C., Inna Kouper, Lois Ann Scheidt, and Elijah Wright. (2004). *Women and Children Last: The Discursive Construction of Weblogs*. Retrieved from: http://blog.lib.umn.edu/blogosphere/women_and_children.html, July 2004 (last checked: 17.07.2012)
- Hirst**, Martin (2011). *News 2.0: Can Journalism Survive the Internet* (Crows Nest, N.S.W: Allen & Unwin)
- Infographic Labs** (2012). *Twitter 2012*. Retrieved from: <http://infographiclabs.com/infographic/twitter-2012/>, 22. February 2012 (downloaded on: 29.06.2012)
- Interactions Corporation** (2011). *Consumer Study Finds Overwhelming Dissatisfaction with IVR*. Retrieved from:

<http://www.interactions.net/consumer-study-finds-overwhelming-dissatisfaction-with-ivr>, 04. July 2011 (last checked: 17.07.12)

J.D. Power (2011). *J.D. Power and Associates Reports: Interaction with Agents May Significantly Elevate Satisfaction with the Wireless Customer Care Experience*. Retrieved from:

<http://businesscenter.jdpower.com/news/pressrelease.aspx?ID=2011010>, 03. February 2011 (last checked: 17.07.2012)

Joiner Richard et al. (2012). *Gender, Internet Experience, Internet Identification, and Internet Anxiety: A Ten-Year Followup*. *Cyberpsychology, Behavior and Social Networking*, Vol. 15 (No. 7), p. 1 – 11. Retrieved from: <http://www.ncbi.nlm.nih.gov/pubmed/22690795> (last checked: 26.06.12) <http://opus.bath.ac.uk/30228/> (downloaded on: 26.06.12)

Jones, Quentin & Ravid, Gilad & Rafaeli, Sheizaf (2004). *Information Overload and the Message Dynamics of Online Interaction Spaces: A Theoretical Model and Empirical Exploration*. *Information System Research*, Vol. 15, (No. 2), June 2004, p. 194 – 210. Retrieved from: <http://www.ravid.org/gilad/isr.pdf> (downloaded on: 29.06.2012)

Kaplan, Andreas M. & Haenlein, Michael (2010). *User of the World, Unite! The Challenges and Opportunities of Social Media*. *Business Horizons*, Vol. 53 (No. 1), March - April 2011, p.59 - 68 (Paris, Elsevier). Retrieved from: <http://www.michaelhaenlein.eu/Publications/publications.htm> (downloaded on: 29.06.2012)

Kaplan, Andreas M. & Haenlein, Michael (2011). *The early bird catches the news: Nine things you should know about micro-blogging*. *Business Horizons*, Vol. 54 (No. 2), January - February 2010, p.105—113 (Paris, Elsevier). Retrieved from: <http://www.michaelhaenlein.eu/Publications/publications.htm> (downloaded on: 29.06.2012)

Kawamoto, Kevin (2003). *Digital Journalism: Emerging Media and the Changing Horizons of Journalism* (Lanham, Md: Rowman & Littlefield Publishers, Inc.)

M2 Magazine [online]. <http://www.m2magazine.co.nz/> (last checked: 17.07.2012)

Marketingteacher [online]. *Customer Relationship Management (CRM): What Is Customer Relationship Management?*. Retrieved from

<http://www.marketingteacher.com/lesson-store/lesson-crm.html> (last checked: 19.05.2012)

McAllister, Matthew P. (2011). *Consumer Culture and New Media: Commodity Fetishism in the Digital Era* (chapter 9). Media Perspectives for the 21st Century (London, NY: Routledge). Publisher: Stylianos Papathanassopoulos

McNichol, Tom (2007). *The Wales Rules for Web 2.0*. Retrieved from: http://money.cnn.com/galleries/2007/biz2/0702/gallery.wikia_rules.biz2/ (last checked: 11.06.12).

Men's Health [online]. <http://www.menshealth.com/> (last checked: 17.07.2012).

Men's Health Blogs [online]. <http://www.menshealth.com/best-life/blogs> (last checked: 17.07.2012).

Jimmy the Bartender [online]. <http://blogs.menshealth.com/jimmy-the-bartender/> (last checked: 17.07.2012).

Men's Health Media Kit [online]. <http://www.menshealth.com/mediakit/> (last checked: 17.07.2012).

Metalez [online]. *Customer Relationship Management: CRM*. Retrieved from <http://www.metalez.com/crm.cfm> (last checked: 19.05.2012).

Murdoch, Rupert (2005). Washington, D.C., speech before the American Society of Newspaper Editors, April 13, 2005.
cited in:

Newscorp [online] (2005). *Speech by Rupert Murdoch to the American Society of Newspaper Editors*. Retrieved from: http://www.newscorp.com/news/news_247.html (last checked: 17.07.2012).

Watkins, S. Craig (2009). *The Young and the Digital: What the Migration to Social-network Sites, Games, and Anytime, Anywhere Media Means for Our Future* (Boston Mass., Beacon Press).

Nielsen (2012). *Global Trust in Advertising and Brand Messages* (April).

Retrieved from:

<http://www.nielsen.com/us/en/insights/reports-downloads/2012/global-trust-in-advertising-and-brand-messages.html> (downloaded on: 25.06.2012).

OECD (2007). *Participative Web: User-Created Content (12. April 2007)*.

Retrieved from: www.oecd.org/dataoecd/57/14/38393115.pdf (downloaded on: 16.04.2012)

- Online MBA** [online] (2012). *Infographics – A Case Study in Social Media Demographics*. Retrieved from: <http://www.onlinemba.com/blog/social-media-demographics/>, 08. March 2012 (Last checked: 29.06.2012).
- O'Reilly, Tim** (2005). *Web 2.0: Compact Definition?*. Retrieved from: <http://radar.oreilly.com/2005/10/web-20-compact-definition.html>, 01. October 2005 (last checked: 17.07.2012).
- Palfrey, John G. and Gasser, Urs** (2008). *Born Digital: Understanding The First Generation of Digital Natives* (NY: Basic Books).
- Papacharissi, Zizi and Mendelson, Andrew** (2011). *Toward a New(er) Sociability: Uses, Gratifications and Social Capital on Facebook* (chapter 12). *Media Perspectives for the 21st Century* (London, NY: Routledge). Publisher: Stylianos Papathanassopoulos.
- Papathanassopoulos, Stylianos** (2011). *Media Perspectives for the 21st Century* (chapter 1). *Media Perspectives for the 21st Century* (London, NY: Routledge). Publisher: Stylianos Papathanassopoulos.
- Payne, Adrian and Frow, Pennie** (2005). *A Strategic Framework for Customer Relationship Management*. *Journal of Marketing* Vol. 69, October 2005, p. 167 – 176. Retrieved from: http://miha.ef.uni-lj.si/_dokumenti3plus2/196086/Payne-Frow_A_Strategic_Framework_for_Customer_Relationship_Management_JM_2005.pdf (downloaded on: 24.05.2012)
- Pew Internet & American Life Project** (2005). *How Women and Men Use the Internet (28. December 2005)*. Retrieved from: http://www.pewinternet.org/~media/Files/Reports/2005/PIP_Women_and_Men_online.pdf (downloaded on: 17.07.2012)
- Porter, Michael E. and Millar, Victor E.** (1985). *How Information Gives You Competitive Advantage*. *Harvard Business Review*, July – August 1985, p. 149 – 174. Retrieved from: <http://www.ida.liu.se/~TDEI65/documents/8500002422.pdf> (downloaded on: 15.07.2012)
- Prensky, Marc** (2001). *Digital Natives, Digital Immigrants*. *On the Horizon* Vol. 9 (No. 5), p. 1 – 6. Retrieved from: <http://www.marcprensky.com/writing/Prensky%20-%20Digital%20Natives,%20Digital%20Immigrants%20-%20Part1.pdf> (downloaded on: 16.06.2012)

- Puschmann**, Cornelius (2010). *The Corporate Blog as an Emerging Genre of Computer-mediated Communication: Features, Constraints, Discourse Situation*. Göttinger Schriften zur Internetforschung, Vol. 7. Universitätsverlag Göttingen. Publisher: Svenja Hagenhoff, Dieter Hogrefe, Elmar Mittler, Matthias Schumann, Gerald Spindler, Volker Wittke
Retrieved from:
http://webdoc.sub.gwdg.de/univerlag/2010/GSI7_Puschmann.pdfurn:nbn:de:gbv:7-isbn-978-3-941875-55-5-7 (downloaded on: 28.06.2012)
- Saxer**, Ulrich (1998). *System, Systemwandel und politische Kommunikation*. Politische Kommunikation in der demokratischen Gesellschaft. Ein Handbuch mit Lexikonteil, p. 21-64 (Opladen/Wiesbaden: Westdeutscher Verlag).
Publisher: Jarren, Otfried, Sarcinelli, Ulrich, Saxer, Ulrich
cited in:
Jarren, Otfried, Bonfadelli, Heinz, and Siegert, Gabriele (2005). *Einführung in die Publizistikwissenschaft*, 2nd edition (Bern: Haupt).
- Sheth**, Jagdish N. & Parvatiyar, Atul & Shainesh, G. (2001). *Customer Relationship Management: Emerging Concepts, Tools, and Applications* (New Delhi, Tata McGraw-Hill, 2001)
- Shirky**, Clay (1999). *Power Laws, Weblogs, and Inequality*. Retrieved from:
http://www.shirky.com/writings/powerlaw_weblog.html, 08. February 2003
(last checked: 17.07.2012)
- Sifry**, David (2004). *Sifry's alerts: Oct 2004 state of the blogosphere: Corporate bloggers [online]*. Retrieved from:
<http://www.sifry.com/alerts/archives/000390.html>, 17. October 2004 (last checked: 29.06.2012)
- Socialmarketingforum** [online] (2010). *Calculating the Value of the Customer Lifecycle*. Retrieved from
<http://www.socialmarketingforum.net/2010/12/calculating-the-value-of-the-customer-life-cycle/>, 02. December 2010 (last checked: 19.05.2012)
- Steiner**, Linda and Roberts, Jessica (2011). *Philosophical Linkages Between Public Journalism and Citizen Journalism* (chapter 11). Media Perspectives for the 21st Century (London, NY: Routledge). Publisher: Stylianos Papathanassopoulos.
- StumbleUpon** [online]. *AskMen Channel*.
<http://www.stumbleupon.com/channel/askmen> (last checked: 17.07.2012)

- Tapscott, Don** (2009). *Grown Up Digital: How the Net Generation Is Changing Your World* (NY: McGraw Hill).
- Technorati** [online] (2012). *Top 100*. <http://technorati.com/blogs/top100/>
- The Huffington Post** [online]. <http://www.huffingtonpost.com/>
- Toffler, Alvin** (1970). *Future Shock* (London: The Bodley Head Ltd).
- Toffler, Alvin** (1980). *The Third Wave* (London, Glasgow, Sydney, Auckland, Toronto, Johannesburg: William Collins Sons & Co Ltd.).
- Toffler, Alvin** (1990). *Powershift: Knowledge, Wealth, and Violence at the Edge of the 21st Century* (NY, Bantam Books).
- Tsai, Wai-Chi** (2001). *Determinants and Consequences of Employee Displayed Positive Emotions*. *Journal of Management*, August 2001, vol. 27 (no. 4) (Sage). Retrieved from: <http://jom.sagepub.com/content/27/4/497.short> (last checked: 06.07.2012)
- Twitter** [online]
- AskMen**: <https://twitter.com/AskMen> (last checked: 17.07.2012)
- M2 Magazine NZ**: <https://twitter.com/M2magazineNZ> (last checked: 17.07.2012)
- Men's Health**: <https://twitter.com/MensHealthMag> (last checked: 17.07.2012)
- Twitter Blog** [online] (2011). *One Hundred Million Voices*. Retrieved from: <http://blog.twitter.com/2011/09/one-hundred-million-voices.html>, 08. September 2011. (Last checked: 29.06.2012)
- U.S.House** (1988). *Improving the Quality of Life for the Black Elderly: Challenges and Opportunities*. Hearing before the Select Committee on Aging, House of Representatives, 100th Congress, First Session, September 25, 1987 (Washington: Government Printing Office).
- Weber, (n/a)**: *Basic Concepts of Sociology*. Retrieved from: <http://ebookbrowse.com/weber-basic-concepts-of-sociology-doc-d140719393> (last checked: 17.07.2012)
- Weil, Debbie** (2006). *The Corporate Blogging Book: Absolutely Everything You Need to Know to Get It Right* (London: Portfolio).
- Whois** [online]. *Men'sHealth.com Whois Record*. <http://whois.domaintools.com/menshealth.com> (last checked: 17.07.2012)
- Winer, Russell S.** (2001). *A Framework for Customer Relationship*

Management. California Management Review, Vol. 43 (No. 4), Summer 2001, p. 89 – 105. Retrieved from:
http://www.scribd.com/document_downloads/direct/40527671?extension=pdf&ft=1337849495<=1337853105&uahk=MCGZwbeTMp8YvJh+NIqVjYHhvSY
(downloaded on: 24.05.2012)

Young Upstarts [online] (2012). *20 Compelling Reasons to Spend Less Time on Facebook and More Time on LinkedIn*. Retrieved from:
<http://www.youngupstarts.com/2012/05/07/20-compelling-reasons-to-spend-less-time-on-facebook-and-more-time-on-linkedin/facebook-linkedin-demographics/>, 07. May 2012 (last checked: 17.07.2012)

Zur, Ofer and Zur, Azzia (2011). *On Digital Immigrants and Digital Natives: How the Digital Divide Affects Families, Educational Institutions, and the Workplace* (Zur Institute - Online Publication). Retrieved from: http://www.zurinstitute.com/digital_divide.html (last checked: 16.06.2012)

Appendices

Interview Guideline

Qualitative Interview Study – CRM in the Age of Web 2.0

Central Question: How Do Lifestyle Magazines for Men Use Communities and Social Media for Customer Relationship Management?

When was your publication launched?

When did your publication go online? How has that changed customer relationships?

Do you use communication channels to promote the online and the offline publication equally? How are online and offline intertwined?

Do you define different target groups for online and offline?

How were you affected by the journalism crisis?

How would you define CRM?

What priority does CRM have in your business strategy?

Do you have a CRM strategy? What measures does it include?
Is SEO part of the eCRM strategy?

How does offline CRM distinguish from eCRM/Social CRM? Is there such a differentiation or do both strategies melt into each other? Or does eCRM/SCRM replace traditional CRM? Is there a difference between eCRM and SCRM?

What opportunities does the Web 2.0 offer regarding CRM in Journalism?

What threats does the Web 2.0 pose regarding CRM in Journalism?

How do you use Crowdsourcing and Open Source Journalism? In your experience, does the consumer perceive Crowdsourcing as something positive or negative?

Do you work with blogs in addition to your online magazine? (Corporate or private?)

How do you view blogs with regard to competition?

How do you engage in Facebook, Twitter and other social network sites? What effect does that have on customer relationships?

Do you create communities for your readers? How do you create such communities and with which goal?

Do you also target your customers as individuals or more as a mass of consumers?

How would you evaluate the importance of social news sites (Digg, Stumble Upon) and social bookmarking sites (Del.ici.ous) for CRM? Do you proactively engage in such sites? (As a businessman or private person?)

What are you focusing on with regard to the remote future? What is the core of your CRM strategy in the long run?

Do you think online media will substitute offline media in the near/ remote future?

What tendencies do you see in CRM and journalism?

**Please feel free to add whatever I might have missed.
Thank you very much for your help!**

Eigenständigkeitserklärung

Hiermit erkläre ich, dass ich die vorliegende Arbeit selbstständig und nur unter Verwendung der angegebenen Literatur und Hilfsmittel angefertigt habe. Stellen, die wörtlich oder sinngemäß aus Quellen entnommen wurden, sind als solche kenntlich gemacht. Diese Arbeit wurde in gleicher oder ähnlicher Form noch keiner anderen Prüfungsbehörde vorgelegt.

Auckland, 18.07.2012



Ort, Datum

Vorname, Nachname

Declaration of Originality

I declare that this thesis is my own work and has not been submitted in any form for another degree or diploma at any university or other institute of tertiary education. Information derived from the published and unpublished work of others has been acknowledged in the text and a list of references is given in the bibliography.

Auckland, 18.07.2012

A handwritten signature in blue ink, appearing to read "J. Villanueva". The signature is written in a cursive style with a large initial "J".

Location, Date

Name, Surname