



**Doctoral School of  
Business Administration**

## **SUMMARY OF THESES**

**József Hubert**

**The transformation of the marketing organization after  
the spreading of social media marketing**

Ph.D. dissertation

**Supervisor:**

**Dr. András Bauer**

professor

Budapest, 2018

**Department of Marketing**

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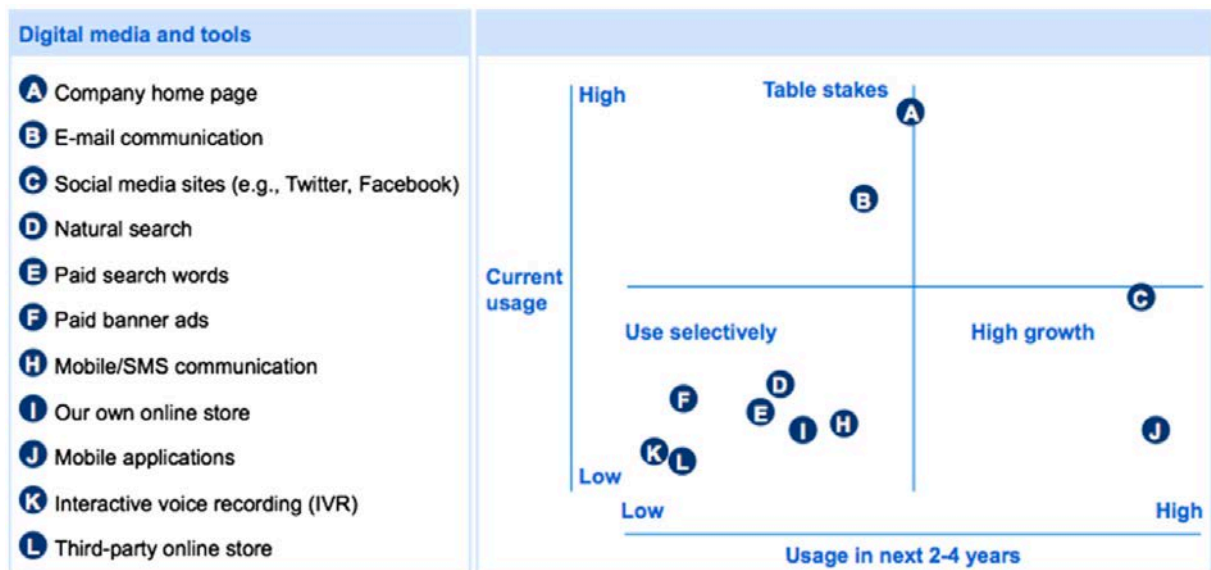
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## I. Preliminaries and aims of the study

The first studies appeared during the first decade of the new millennium, highlighting an important transformation: the "revolution" was defined as the web 2.0 by the terminology of the first authors (faced with web 1.0, that is, the "traditional" use of the Internet form). In the early years of the 21st century, many applications have emerged that have been the dominant market players ever since. Millions of users wanted to try the new platforms that cater for a variety of needs: creating and maintaining social relationships, entertainment, pastime, information search and information sharing, self-expression, etc. (Ellison et al., 2007).

Previous research show that there is considerable discrepancy between corporate practice and consumer media usage. Companies prefer to use their own, proprietary and / or customary channels (e.g. web site, email marketing, etc.). Meanwhile, consumers increasingly spend more time in social media. In this new medium, as presented in the chapter on the theoretical review of the present paper, rules and logics that are commonly used in traditional media often occur.



**Figure 1. Current and expected level of use of digital media devices**

Source: Leeflang et al. (2014), p3.

The importance of the subject can be demonstrated not only in the growing use. Among the research priorities set by the Marketing Science Institute between 2014 and 206 , almost all research issues have an important aspect of the organization that is related to social media

(e.g. developing consumer experiences in social media, creating a commitment to social media, community analytical analysis of unstructured data in media, etc.). Among the new research priorities of 2016-18, there are numerous issues that have been embedded in and related to social media and the digital revolution.

According to relevant literature this change is not company or industry specific, and it is not limited to certain geographical location. Whether online or specifically on corporate platforms, corporate marketing activity offers a range of advantages over traditional marketing activities. The technology provided by Internet makes segmentation, targeting and better positioning more accessible (Akehurst, 2009) At an accelerated speed of information flow, huge consumer groups are available (near) in real time (Van der Lans et al., 2010 ). It is not a coincidence, therefore, that the research shows that in an effective 21st century marketing strategy, online assets (Lis-Horst, 2013) are increasingly fragmented. Social media poses serious threats also.

Leeflang et al. identified 10 voltage sources that companies need to respond to as digital media is increasingly present in our everyday lives:

<b>Tension</b>	<b>Challenge</b>	<b>Description</b>
Digital Revolution	Support or defend	The rise of digital media threatens existing business models
Consumer Insight	Distinctive benefit or hygiene factor	Generating a generous and decision-making consumer insight is a precondition for staying competitive today.
Break-through	Processing data or creativity	Excessive data dependence can be an obstacle to creativity and breakthrough innovations.
Social Media	Customer engagement or annoyance of buyers	Managing brands and corporate reputations is more difficult in an environment where social media plays an important role
Online Opportunities	Youngsters Vs. "We, the others"	Most of the online campaigns focus exclusively on young target audiences, omitting older (but promising) target groups.
Pricing transparency	Release or being under control	Online price comparisons threaten companies' ability to determine the optimal price.

Automated interaction	Productive or destructive	Service automation and channeling customers online can lead to customer dissatisfaction (value degradation)
Measurement	Expansion or tradition	Using online metrics is difficult because they are not (immediately) compatible with existing metrics.
Talent Shortage	Incremental change or fundamental transformation	Marketing (and related) organizations face serious talent shortages.
Organization	Functional or integrative	Growth in marketing tasks will lead to tensions within the organization (e.g. disruption, unclear responsibilities and incentives)

**Table 1: Marketing tensions**

Source: Leeflang et al. (2014), p4.

There is a gap in the literature regarding the inspection of the organizational consequences of the aforementioned changes, while multiple studies (eg. Leeflang et al., 2014; Hamill, 2016; Choi-Thoeni, 2016, etc) refer to this as a serious challenge that is not yet addressed.

## **II. Research methodology**

The aim of the research is to systematically collect and interpret information about individuals or organizations through the use of a statistical and analytical methodology that is relevant to the topic. Each step involves the systematic and objective disclosure, gathering, analysis, communication and use of the information (Malhotra-Simon (km.), 2009 and ESOMAR, 2010 in: Gyulavári et al., 2014). The methodology tool of the social sciences research is widely used by researchers as well with a wide range of qualitative, quantitative and mixed methodologies. This research belongs to this latter category: it uses qualitative and quantitative tools simultaneously because of the exploratory character of the subject. Some methodologies use a fundamentally different approach depending on whether the data is collected or analyzed qualitatively or quantitatively. Qualitative data capture and analysis should be applied if the subject does not allow the measurement of numerical data, and can be used to present valuable information that is difficult or impossible to access

through the traditional statistical analysis methodology. The nature of such research is often reminiscent and non-explanatory. It may have the advantage of providing new insights into the research domains, for instance information that could not be inferred from the researcher's own knowledge or the literature.

Based on the literature, the following distinction can be made between the two approach modes:

<b>Viewpoint</b>	<b>Qualitative research</b>	<b>Quantitative research</b>
The supposed nature of reality	"Inner Perspective" - emic Multiple reality, subjective	Objective world view - etic One reality, objective
Role of the researcher	Personal involvement, engagement, the researcher is "the tool itself"	Aiming for objectivity and partiality
Aim	Understanding and Interpreting a Social Interaction	Hypothesis testing, cause and effect analysis, forecasting
Sample, observation unit	Small, not randomly selected (theoretical sample)	Bigger, random
Variables	They are not variables, but studying the whole phenomenon	Studying specific variables
Type of collected data	Words, pictures or objects	Numbers, statistics
Form of data collection	Qualitative: open-ended questions, interview, observation, etc.	Quantitative data collected through accurate measurements with structured, validated data collection tools
Data analysis	Identification of patterns and features	Statistical contexts
Objectivity and subjectivity	Subjectivity expectation	Objectivity is a requirement
Results	Unique, specialized results are less generalizable	Generic conclusions that can be applied to another pattern

<b>Viewpoint</b>	<b>Qualitative research</b>	<b>Quantitative research</b>
Scientific method	Bottom-up: The researcher makes new hypotheses and theories based on the collected data.	Top-down: The researcher tests hypotheses and theories on data
The Way of Human Behavior Approach	Dynamic, situational, social and personal	Regular, predictable
The most common research goals	Exploration, Discovery, Theory Making	Descriptive, explanatory, predictive
Focus	It examines the depth and extent of phenomena	Narrow focus, testing specific hypotheses
The nature of the observation	Study the behavior in the natural environment.	Examination of behavior in controlled conditions, exclusion of adverse effects
Final report	Narrative report with contextual descriptions and quotes from participants	Statistical report (correlations, hypothesis test, statistical significance levels)

**Table 2: A comparison of qualitative and quantitative research**

Source: Sayre, 2001, Johnson-Christensen, 2008, p.34., Lichtman, 2006, p7-8.,

The research topics described above refer to a problem that is not well-defined, as confirmed by preliminary research. They also revealed that there are a lot of the ad-hoc solutions. Furthermore, the organizational responses are often dominated by personal impressions and beliefs of leading staff rather than exact decision-making procedures. The turbulent market environment is augmented by uncertainty factors.

Based on the research directions, the available options a mixed methodology approach seemed to be the best way to examine this phenomenon. This means that both qualitative and quantitative tools are used at once. This approach has become more commonly used in social sciences over the past two decades (Denscombe, 2008, Morse, 2010). Some authors argue that, in addition to the purely qualitative and purely quantitative research



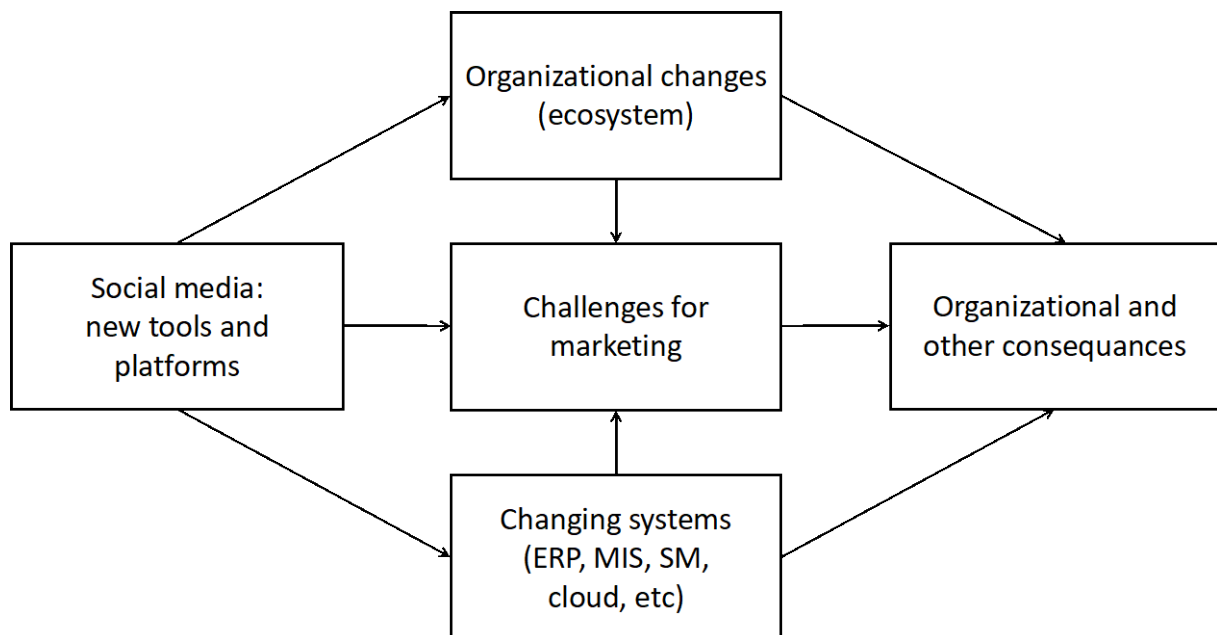
methodology, it can be recognized as an independent research paradigm (Johnson et al. 2007). In accordance with Morse-Niehaus's (2009) terminology, the term 'mixed methodology' is used as a multi-relational, independent research method (as opposed to 'multiple methodology').

### Research questions

Current dissertation relies heavily on existing research, “the body of literature”, especially on the scientific fields of social media marketing and organizational research. The paper aims to fill the aforementioned literature gap at least partially and to contribute to understanding the the transformation of the marketing organizations into “ecosystems”. Further scientific objective is to enhance the understanding the disruptive nature of social media as an innovation.

The research offers valuable insights for practitioners, helping corporate decision-making process by reducing uncertainty in this subject and offering clues that can help in the complex process of transforming working organizations.

The conceptual framework of the dissertation can be outlined along the theoretical nodes outlined in the literature review as follows:



**Figure 2: Conceptual framework of research**

Source: Own elaboration

Based on the literature review and the conceptual framework of research the empirical research aims to answer the following research questions:

RQ1: With what adaptation strategy do marketing organizations respond to the environmental challenge that means the emergence and spread of social media?

RQ2. What types of challenges do marketing classes have to face in implementing social media in the Hungarian market?

RQ3. What kind of new marketing skills do companies need to acquire for a successful implementation of social media?

RQ4. How have the marketing organization's knowledge and competence demand been shaped by the implementation of social media?

#### Data collection

The research topics described above refer to a problem that is not well-defined, as confirmed by preliminary research. They also revealed that there are a lot of the ad-hoc solutions. Furthermore, the organizational responses are often dominated by personal impressions and beliefs of leading staff rather than exact decision-making procedures. The turbulent market environment is augmented by uncertainty factors.

All these points in the direction that the situation requires exploratory and non-confirmatory research. A significant part of the information on the situation can be found in the minds of an expert or manager with limited personal knowledge and great experience. These factors justify the existence of a qualitative, exploratory research. The goal is not to describe a certain situation or to provide forecasts but a more accurate understanding of the research-focused phenomenon and information from experts and their beliefs and experiences.

Based on the research, directions, the available options a mixed methodology approach seemed to be the best way to examine this phenomenon. This means that both qualitative and quantitative tools are used at once. This approach has become more commonly used in social sciences over the past two decades (Denscombe, 2008, Morse, 2010). Some authors argue that, in addition to the purely qualitative and purely quantitative research methodology, it can be recognized as an independent research paradigm (Johnson et al. 2007). In accordance with Morse-Niehaus's (2009) terminology, the term 'mixed methodology' is used as a multi-relational, independent research method (as opposed to 'multiple methodology').

Creswell-David (2018) draw attention to the following aspects on the basis of which mixed research methods may differ:

- timing: the research phases can be successive and parallel to each other
- weighting: the importance and priority of each research phase
- type of blending: linking (data acquisition of one research phase is based on data analysis of another research gas), integrating (integrating the databases from different research phases) or embedding (the researcher does not link or integrate the research phases, one of the research phases the other supports)
- Theory-making: how the researcher uses a theoretical framework in the design of the research. It can be explicit (the theoretical framework is presented) or implicit (there is no theoretical framework)

The above features also designate the direction of the research. The present research follows the parallel transformational strategy of the methodological possibilities set by the author. Thus, in the research, qualitative and quantitative data are collected simultaneously on the basis of a theoretical framework. In the analysis, databases can be compared and processed together:



**Figure 3: Parallel Transformative Research Design.**

Source: Creswell-David, 2018 p.210

The reason for the use of qualitative tools in the research is that this methodology enables it to get acquainted with the problem studied more deeply through the interviewed experts. Thus, the deeper understanding and exploration of social change become possible (Mertens, 2010). Quantitative research, however, provides opportunities for studying specific variables, and the reliability of research is stronger. Combining the two methods in a research amplifies the strength of each methodology and minimizes their weaknesses (Yin, 2017).

As a last aspect, we need to speak about the possibilities of sample selection. In the case of qualitative research, due to the logic of the methodology, a different approach should be

followed like in the case of quantitative research based on statistical probability. Miles-Huberman (1994) summarizes the following variants in the following table:

<b>Sampling</b>	<b>Aim</b>
Maximum variation	Identifying important common characteristics by documenting cases other than the average
Homogeneous	Simplifies, focuses and makes group interviews feasible
Critical case	Providing maximum generalization as far as possible
Theoretical	Selection of cases based on a theoretical construction. It allows to be more precisely elaborated and examined
Confirmatory and defamatory cases	Clarify Initial Analysis, Search for Exceptions or Variety
Snowball or chain principle	Identifying information-rich cases based on personal recommendation
Extreme or deviant cases	Learning from the unusual appearance of this phenomenon
Typical cases	Finding and showing "average"
Intensity	Information-rich cases that show intense display of non-extreme examples of this phenomenon
Politically important cases	It is intended to raise awareness or avoid unwanted attention
Randomly targeted	Increase validity if the possible target sample is too large
Stratified and targeted	Displaying and comparing subgroups
Criterion	Any case that meets certain requirements is important for quality assurance
Opportunist	Following options, following new directions
Combined or mixed	Triangulation, flexibility, to meet various goals
Convenience	Time, money and / or resource efficiency, which, however, results in weakening validity and losing information

**Table 3: The typology of sample selection strategies of qualitative research**

Source: Miles-Huberman, 1994, p. 28

The empirical research of the dissertation was realized in several phases. In the first step, the delineation of the subject identified the literature in which the preliminary research questions were formulated. This was followed by expert depth interviews, which partly

helped to obtain clarification of the boundaries of the research with the help of the participants of the marketers, involved in the interview, and partly their knowledge acquired from the home market.

In the third phase, the main aim of the research was to investigate organizational change induced by social media marketing. This refinement also required partial rethinking and supplementing of literature research.

The empirical research consisted of three parts, combining qualitative and quantitative tools:

<b>Research part</b>	<b>Methodology</b>	<b>Research description</b>
Expert depth interview	Qualitative	Interviewing 15 senior marketing professionals with depth interviews
Job ad database analysis	Quantitative	Analysis of job vacancies published in the category "Marketing" of the largest Hungarian Job Classification Database (2010-2018) (n = 1.912)
Content analysis of company reports	Qualitative	an analysis of the content of a corporate report written by an MA graduate student working in a marketing position

**Table 4: Research phases**

Source: own elaboration

These research methods can help answering the research questions formulated and described earlier:

<b>Research question</b>	<b>Exp. interviews</b>	<b>Job ad DB.</b>	<b>Comp. reports</b>
RQ1: With what adaptation strategy does marketing organizations respond to the environmental challenge with the emergence and spread of social media	Highlighted goal	Not a goal	Highlighted goal
RQX. What types of challenges do marketing teams have to face in the implementation of social media in the Hungarian market? Which problem is the ready-to-use scenario, best-practice?	Goal	Not a goal	Goal

<b>Research question</b>	<b>Exp. interviews</b>	<b>Job ad DB.</b>	<b>Comp. reports</b>
RQX. What kind of new marketing skills do companies need to acquire for a successful implementation of social media?	Goal	Goal	Goal
RQX. Which skills are worth retaining within the company and which ones to be organized, what decision-making criteria can they have?	Goal	Goal	Goal

**Table 5: Research questions and research phases**

Source: own elaboration

From the above table, it is shown that all research questions are examined with at least two researches, and the results are compared by triangulation of the data which reinforces conceptual validity. Using the qualitative and quantitative or different methods of research (methodological triangulation) can also increase the accuracy of the research, making the process more reliable. (Yin, 2017)

### **III. Results**

To correctly interpret the results of the current study several environmental factors need to be addressed. The research was done in Hungary and there are at least five country-specific factors:

- Hungary is a moderately advanced country in online development (within the EU). This shows in e-commerce, use of devices, but in the meantime:
- social media applications are used by an extremely high proportion of internet users
- SME sector employs a higher ratio of employees than that in the EU
- larger corporations are headquartered in foreign countries and this fact fundamentally affects marketing strategy (eg. most large corporations in Hungary follow directives they receive from abroad)
- Other small countries are different: Ireland, Finland, Estonia are technologically more developed and technological advancements are more embedded in society.

#### [Preliminary research](#)

The first step in the research was based on two depth interviews with the help of experts who have several years of experience in the advertising industry. The corporate social media

use and its opportunities and consequences were explored. The questionnaire and the results were evaluated before the writing of the thesis draft of the dissertation in November 2016, using a semi-structured guideline, enabling the interviewees to enrich their research with new, relevant aspects based on their own professional experience.

### Adaptation strategy of companies

Based on the interviews done with marketing executives social media social media is applied on three different levels in corporate marketing activities:

1. "Hygienic" factor („We do it because it's good that we are there and it does not require a lot of energy investment")
2. Usage along a specific goal (eg. customer service channel, sales support, brand building, etc)
3. Strategic use

The highest level of usage (strategic use) does not seem to be widespread, but more interviewee signaled that they are currently considering doing in in the near future.

According to the answers of the marketing experts a more flexible form of organization for the turbulent environment (intensive use of external consultants and agencies) is one typical response. There are no "ready-to-use" templates for incorporating social media into the existing organizations but some kind of ecosystem-like operation seems to be one answer. This is justified by the special need for knowledge and by the fact that this is a more effective form of inter-organizational knowledge sharing and accumulation of knowledge.

### Challenges

Different ways of addressing the challenges were outlined by marketing managers interviewed during the first phase of the research. One key difference is how much they seek in-house solutions, to meet the need for knowledge through their own employees. On the other end of this spectrum we find relying on ecosystem-based operations, seeking external help (agencies, consultants), which also means a lower level of control over processes. Although the assumed transformation was not detectable in the ecosystem-like operation,

traces of this could be discovered in the job-database database, where we saw increasing demand for the workforce by actors like agencies and consulting firms.

The relationship between the marketing organization and the company is also transforming.

The company case studies investigated in the second phase of the research revealed that:

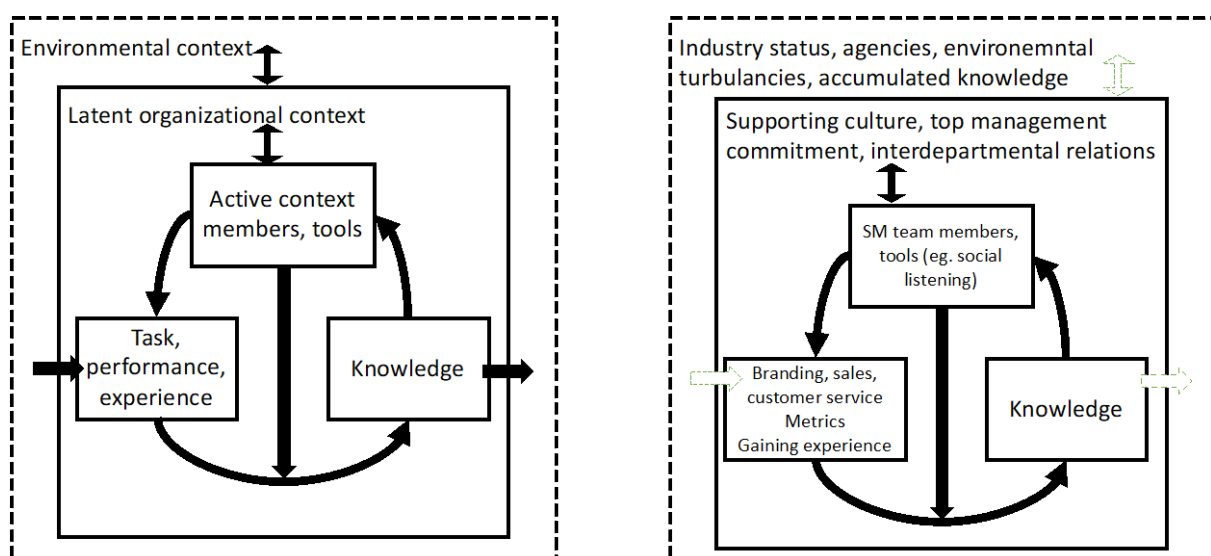
- marketing tasks are dissolved in the organizations
- marketing department receive inputs from organizational units, in a way that was previously not routine (eg HR, IT)

One specific factor of the Hungarian marketing is the special position of TNCs/MNCs, which also means that corporate executives often have to adapt to a situation that is suboptimal under Hungarian market conditions (more companies complained about this in the research). This also affects social media marketing, that in Hungary is often operated through directives of the foreign HQs, not necessarily (not exclusively) based on input from the Hungarian market.

Social media can be viewed from the basis of disruptive innovation. Online media and social media transform traditional marketing communication channels (eg, marginalized newspaper advertising, magazines that are moving towards markets), might change the product of certain companies (such as catalogs), the competitors (eg media markets), or the demand for the product / service (eg online newspapers).

In this dynamic environment, the issue of organizational learning plays a prominent role.

Based on the Argote (2012) model, I found serious gaps in the learning process for the time being:



**Figure 4: Organizational learning and social media**



Source: own elaboration

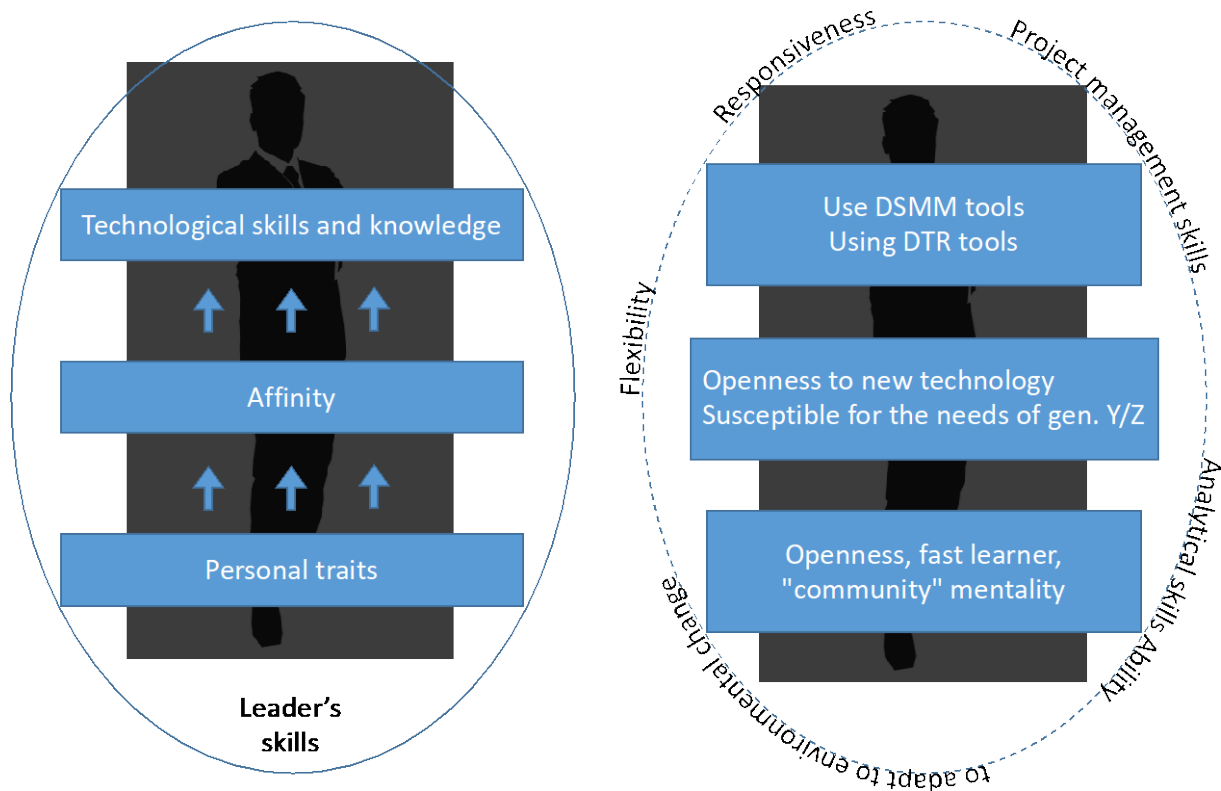
According to my research the biggest gap can be seen in processes between the environment and the company. Based on the interviewees' accounts feedback process takes place mostly through the fluctuation of employees and partly through the use of joint projects and agencies. There were several interviewees who did not see the use of agencies justified in social media marketing.

### New marketing capabilities

The expert interviews clearly revealed - and this was also supported by an analysis of the job advertisements - the difference is not only in quality, but in also in the numbers of the employees in the age of social media. And research has also shown that not only marketing, but also other skills and attitudinal (organizational culture) changes are needed: communication, creative competences, quantitative knowledge, etc.

Although it is not part of the capabilities, the issue of organizational culture has to be highlighted, which appears to be a vital issue based on both the first and the second phase of the research. The answers received in the separate phases of the research were much in line with each other: social media is seen as a youthful, open, optimistic, inclusive cultural medium. In order to be able to succeed in this field, the interviewees stressed the importance of the creation of a similar organizational culture.

In addition to the organization as a whole, another area of transformation is the transformation of leadership capacities and skills.



**Figure 5: Changing of leaders' skill**

Source: own elaboration

In practically all three phases of the research, there is evidence that companies, in some cases, are ready to "get rid" of those leaders who do not understand the online and social world. Leaders should be ready for change not only in the field of skills (analytical, project manager, adaptive skills, etc.), but also in their personality traits (openness, ability to learn quickly), affinity (technological sensitivity) and knowledge (tool utilization).

### Transformation of marketing organization

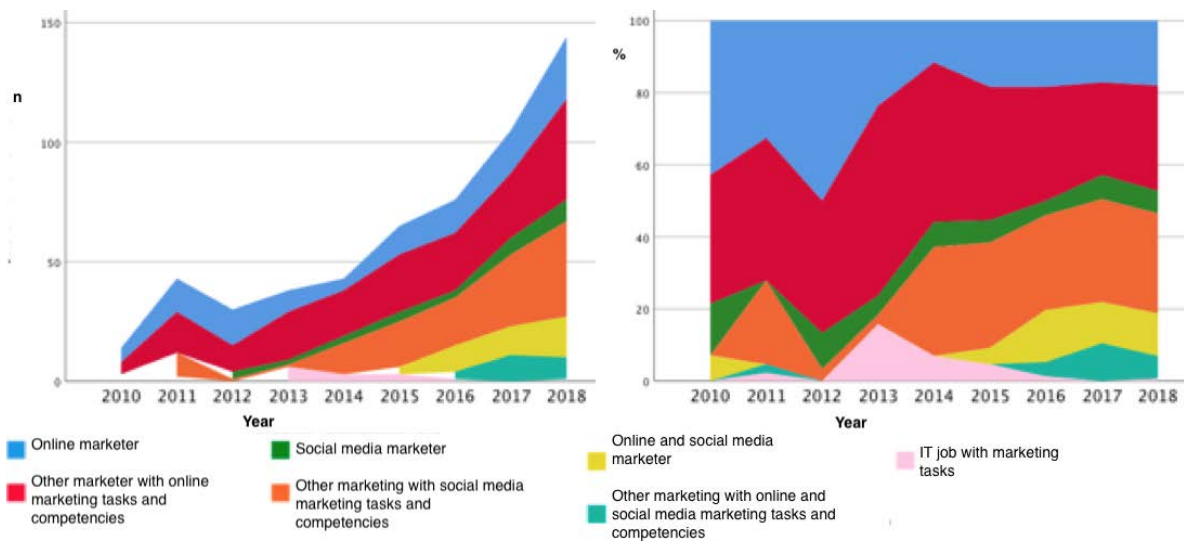
During the research, three corporate areas were discovered that are related to marketing, where the transformational effect of social media can be detected:

- Operational data-driven development requires a new management approach. In customer service, there is a need for change the communication style with new tools. Managing ads through increased thousands of new formats and intense follow-up of ads makes it more difficult to manage time. Finally, in the sales tasks, social media is shown as a channel of communication with the customer.
- In IT, for UX design, computer graphics, programming and web editing capabilities are required but a deep knowledge of consumer behavior is also essential. Another

common area of IT and marketing departments is the requirement to integrate new types of payment methods that are essential for the required programming and IT skills.

- In marketing, the effectiveness and efficiency of campaigns are required by asset knowledge and analytical skills

When evaluating the results, I took into account that data was significantly influenced not only by the appearance of social media, but also by external, environmental factors, in particular the economic crisis, and its end. This was clearly shown by the analysis of the job advertisement database: in the years of the crisis, an average of 33.6; after 2015, 97.5 job advertisements were published yearly in the marketing category. The impact of the crisis is not only visible in the number of vacancies but also in its structure. During the crisis, there are more positions that could be filled without any work experience. The number of Hungarian companies and the number of job advertisements they post are significantly higher after 2015:



**Figure 6: Number and proportion of ads posted in different job categories**

Source: own elaboration

### The scientific and practical significance of the dissertation

The theoretical significance of the dissertation is given by the many approaches and explorations of the different organizational conditions due to social media marketing. By identifying a literature gap, these approaches were explored with different methodologies,

especially in a Hungarian environment. The paper reviewed the most important related concepts in social media marketing and organizational theory.

Another virtue of the work is in addition to qualifying the practitioners (qualitative stage), they relied on data that the personal opinion of the practitioners could be slightly distorted (job advertisements). In a marketing-oriented "public" theme such as this dissertation, there is always a risk that experts will give their expectations and not the answers to the facts. During the depth interviews, there was a wider opportunity to handle this than it would have been in the case of a questionnaire.

Corporate cases presented in the dissertation (anonymized form) can also help practitioners in their day-to-day work. The validity of the results is reinforced by the fact that it is based on data coming from several companies with different market and competitive positions.

#### Limitations of research and further research opportunities

At the same time, the work also faced serious limitations due to the nature of the research. The limitations of the applied methodologies have been described in detail in the methodological chapter. Other important limitations were also in the research environment. Although social media has been part of our everyday lives for over 10 years, its corporate application is still in many respects still unsophisticated, and the decisions of companies in this regard have been met by heuristics on a number of occasions. This effect is reinforced by the structure of the Hungarian economy - in many cases the companies operating here do not (entirely) make a stand-alone decision but operate on the basis of the directives of the centers in other countries. In the first two phases of the research (depth expert interviews or corporate cases), companies that were originally established in an online environment were not involved. Their position, which is likely to be different from companies in traditional industries, is not included in the dissertation.

During the writing of the dissertation, there were several possibilities that could be researched. The job advertisement database was specifically designed for online and social media marketing purposes. This also meant that three-quarters of the data had to be excluded from the detailed study - while this could be a great potential for the future. In the literature review, it has been argued that the use of social media applications can be paralleled by the introduction of ERP systems 20-25 years ago (or even earlier). Both cases are about an enterprise application of a basically IT system. Yet, I already indicated that

many differences can also be observed. A more detailed exploration of this issue can be another topic of research. It would be worthwhile to extend the current research to include companies that were "born" online. It is assumed that they are thinking differently in many things and their relationship to disruptive innovation is likely to be different from what I have revealed in this research.

#### **IV. List of publications by the author in the dissertation's topic**

##### **Refereed journal articles (in Hungarian)**

- Hubert, J. (2016): Marketingmérés – két eset az on-line marketing világából. Vezetéstudomány/Budapest Management Review,47,9,41-54, Corvinus University of Budapest, School of Management
- Hubert, J (2017): Adománygyűjtés, impulzusadományozás a közösségi médiában, Vezetéstudomány/Budapest Management Review,48,2,67-78, Corvinus University of Budapest, School of Management

##### **Other (in Hungarian):**

- Hubert, J. & Gyulavári, T. & Malota E. (2012): Marketingmérés. Marketing Oktatók Konferenciája. Elérhető: [www.uni-corvinus.hu/index.php?id=41618&type=p&file\\_id=896](http://www.uni-corvinus.hu/index.php?id=41618&type=p&file_id=896)
- Gyulavári, T., & Hubert, J. (2014): A hatásosság és hatékonyság fogalmainak értelmezése online vs. offline kampányok keretében. Marketing Oktatók Konferenciája. In: Hetesi Erzsébet, Révész Balázs (szerk.) (2014): „Marketing megújulás”. Marketing Oktatók Klubja 20. Konferenciája előadásai. Szegedi Tudományegyetem Gazdaságtudományi Kar: Szeged. ISBN: 978 963 306 3. Elérhető: <https://emok.hu/tanulmany-kereso/konferenciakotetek/d370:a-hatasossag-es-hatekonysag-fogalmainak-ertelmezese-online-vs-offline-kampanyok-kereteben>
- Hubert J. (2016): Adománygyűjtés a közösségi médiában. II. Szolgáltatásmarketing konferencia
- Hubert J. (2016): Közösségi hálózatok szerepe az értékesítésben. Marketing Oktatók Konferenciája. In: Fehér András, Kiss Virág Ágnes, Dr. Soós Mihály, Dr. Szakály Zoltán (szerk.) (2016): Hitelesség és Értékorientáció a Marketingben. Debreceni Egyetem Gazdaságtudományi Kar: Debrecen. ISBN: 978 963 472 8. Elérhető: <https://emok.hu/tanulmany-kereso/konferenciakotetek/d481:kozossegi-halozatok-szerepe-az-ertekesitesben>
- Hubert J. (2016): Offline / online generált leadok hatékonysága az értékesítési folyamatban a B2B piacokon. Marketing Oktatók Konferenciája. In: Fehér András, Kiss Virág Ágnes, Dr. Soós Mihály, Dr. Szakály Zoltán (szerk.) (2016): Hitelesség és Értékorientáció a Marketingben. Debreceni Egyetem Gazdaságtudományi Kar: Debrecen. ISBN: 978 963 472 8. Elérhető: <https://emok.hu/tanulmany-kereso/konferenciakotetek/d504:offline-online-generalt-leadek-hatekonysaga-az-ertekesitesi-folyamatban-a-b2b-piacokon>

### **Refereed journal articles (in English)**

Hubert, J (megjelenés előtt): Corporate self-disclosure in social media,  
Vezetéstudomány/Budapest Management Review

### **Other (in English):**

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