THE TRANSFORMATION OF THE MARKETING ORGANIZATION DUE TO EXPANSION OF SOCIAL MEDIA MARKETING

Ph.D. thesis

Supervisor: Dr. Bauer András, professor

József Hubert

Budapest, 2018

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I. Introduction

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 first authors (as opposed to web 1.0, that is, the "traditional" use of the Internet form). In the early years of the 21st century, many applications[1] 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).

A new interpretation of Internet has also emerged - notwithstanding the fact that an increasing proportion of the world's population have access to the World Wide Web. Instead of merely technical (network-based, technology-focused) approaches, Internet as a sociological phenomenon can be interpreted as a new virtual communications space where new systems and platforms can be formed and created.
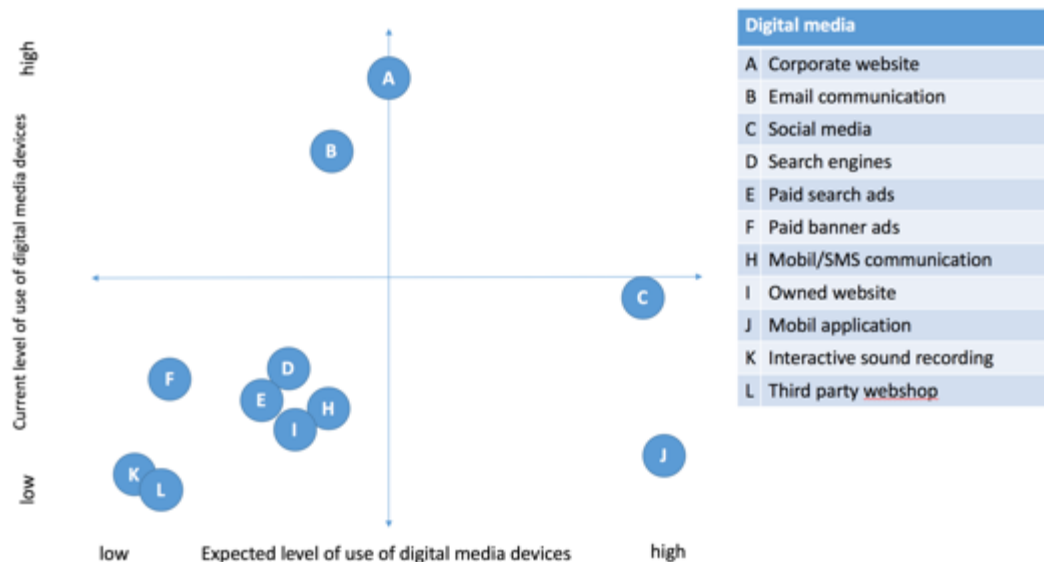
Figure 1: Current and expected level of use of digital media devices
Source: Leeflang et al. (2014), p3.

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[1] Facebook: February 2004; Twitter: March 2006; YouTube: February 2005; LinkedIn: May 2003; Wikipedia January 2001; Wordpress.com August 2005; Blog.hu: 2007; etc.

Previous research shows 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.

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 2016[2], 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.

Research on social media is split into different branches. From the turn of the millennium until 2016, Lamberton-Stephen (2016) examined the three major research lines of four periods (individual expression, internet as a tool, marketing information source).

Other research topics can also be identified:

- Definition and classification (mainly in the first few years, such as Kaplan-Haenlein, 2010; O'Reilly, 2006; Thelwall, 2009; Bauer et al., 2007; Hass et al., 2008; Levy, 2009; Erragcha - Romdhane, 2014; Ellison et al., 2007; etc)
- Methods and motivations for using web 2.0 (Barefoot-Szabo, 2010; Lin et al., 2014; Sledgianowski-Kulviwat, 2009; Baker, 2009; Kim et al., 2010; Subrahmanyam et al., 2008; Kujath, 2011; Cheung et al., 2011; Ross et al., 2009; Kuss-Griffiths, 2011; Raacke-Bond, 2008; Ray, 2007;

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[2] 2014-2016 Research Priorities: http://www.msi.org/research/2014-2016-research-priorities/ Hits: 2018. 04. 26.

- Anonymity and personal data protection (Bronstein, 2014; Debatin, 2011; Walther, 2011; Papacharissi - Gibson; 2011; Luckerson, 2014; Yao, 2011; Zheleva-Getoor, 2009;

- Corporate use is also a central element to the research agenda, however, researchers have been interested in the area over recent years (eg Thakur et al., 2013; Anderson et al., 2007; Barger-Labrecque, 2013; Onishi - Manchanda, 2012; etc)

- Research on the relationship between web 2.0 applications and marketing effectiveness is worth mentioning (eg Duan et al, 2008; Stephen-Galak, 2012; etc)

Lamberton-Stephen (2016) investigated the citation rate of some publications and showed the following topics to be in the forefront of academic research: word-of-mouth (WOM), social networks, decision supportive research and user generated content (UGC). The authors note that a significant slice of the research focused on a single narrow space: WOM. The situation is not justified by the practical relevance of the subject.

The importance of this topic can be best illustrated in researchers of recent years that have demonstrated the impact of social media and digital marketing on business performance. In addition, a question might arise: how these technologies have led to significant changes in marketing areas from communication to strategy creation.

Stephen et al. (2016) explored the role of social networks in the innovation of consumer ideas. Casalo et al. (2011) investigated and demonstrated radical changes in consumer behavior, which are clearly linked to these web 2.0 application types. Yang et al. (2012), specifically studying the patterns of consumer information search, revealed a link between online communities and pre-purchase information search patterns. Park - Kim report similar changes in this area (Park, Kim - 2009). This change in the direction of the impact of web 2.0 on other areas of marketing, which is today the most important source of information for consumers, is no longer the product of corporate communications but rather the dialogue between consumers. This change has had far-reaching

consequences, which, in addition to the marketing and communication activities of companies, also affect organizational, structural, strategic and other areas.

According to Christodoulides, 2009, the thrill of web 2.0 and social networking has an impact on corporate branding strategy. As opposed to previous unilateral messages, the author suggests "co-thinking" with users to facilitate brand-based conversations. Fossel-Schweidel (2016) investigated the impact of community-based TV (e.g. social networking and simultaneous use of TV) on efficient advertising.

These are merely illustrative examples which are intended to support the importance of this research and also outline the major research lines of recent years. However, the list is not exhaustive at all. Several people have also looked at areas such as social media and branding, the characteristics of virus campaigns, adaptation capabilities of organizations, organizational effects, etc.

This change is not company-specific or industry-specific. Based on the literature research, it does not depend on geographical location or form of companies. Bronner - Hoog showed the impact of social media on consumer behavior in the tourism industry (Bronner - Hoog, 2014). Stephen and Galak showed in the financial markets that social media can generate value for companies in new and existing customers as new sales (Stephen-Galak, 2012).

In the field of online ecommerce (eWOM) research, there is also a huge explosion in the literature - the background of which is to explore the different web 2.0 applications, which can be used to measure and analyze consumers' interactions, dialogues and information flow. Trusov et al. (Trusov et al., 2009) for example, examined the role of social media references in the growth of website visits (Trusov et al, 2009), while Onishi - Manchanda compared the role of blogs and television with the sale of certain Japanese brands (Onishi - Manchanda, 2012).

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.

However, companies' attitudes are often characterized by uncertainty- which is not surprising due to the continuous and dynamic changes in the environment. Applications are characterized by a short lifecycle - they may "bring" some new consumer fads over a 3-5 year period[3], while often a particularly valuable young buyer layer for companies is constantly moving towards new technologies and applications. Bernoff-Li (2008) also mentioned an IT sector, where an "expert" company for the outside viewer did not dare to enter the social media presence. One of the reasons why the authors emphasize that companies today feel the pressure on themselves to appear on community interfaces. Yet, they find it hard to find their own voice and role in this new environment. In recent years, there has been great progress in this area but today it has a much deeper understanding of the experts dealing with the subject than it was just three or five years ago.

In the literature, however, there is currently little research to look at the organizational implications of these changes, while several authors (e.g. Leeflang et al., 2014; Hamill, 2017; Choi-Thoeni, 2016, etc.) also point out that this is a major challenge for which there are no industry-best-practice scenarios available today.

The first chapter of this dissertation provides a summary of the relevant literature and the most important findings of previous research. After clarifying the conceptual framework of social media, it briefly addresses the most important areas of corporate application and then presents the related theoretical constructions of organizational transformation. The narrower environment of the research was the Hungarian market, so the theoretical part of the presentation of the challenges of the corporate environment is presented in two directions. In addition to the challenges posed by the social media, I will also show the specialties of the Hungarian market.

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[3] Not only practitioners see it. According to a survey conducted in the days before the introduction of stock market of Facebook, the majority of Americans (51%) says that Facebook is just a muddy fad

The theoretical overview follows the formulation of the research questions. The empirical research consisted of three phases: expert depth interviews, corporate case studies and content analysis of vacancies published in the marketing category of profession.hu between 2010 and 2010 with quantitative tools.

II. Theoretical background

This dissertation builds upon the results of three different disciplines and intends to examine the intersection of these. Each of them is an area (part) within science that many people deal with, but much less attention is being paid to their intersection.

Figure 2: Theoretical foundations of the current dissertation
Source: own elaboration

In the first part of the dissertation, the relevant literature of social media, organizational change, transformation, and management IT systems will be in the focus. By presenting the background, the change in these areas that poses a serious challenge to the marketing organization will be shown. The presentation of these organizational and other implications, - induced by these challenges, will be presented in the second chapter through three primary research results.

1. Social media

1.1. Definition, classification

It is not a question that since consumers are actively and increasingly expanding in social media, it is the only viable way for companies to create their own community presence. In the past, marketing professionals shared information

about the company via email, DM, telemarketing, TV, radio, etc. On an online platform, marketing messages appeared in the form of ads, which allowed a large audience to be accessed in a short time. Of course, these tools have not disappeared, but the unanimous opinion of the researchers on the topic suggests that social media requires a new approach.

In the literature, the conceptual definition of web 2.0 can be traced precisely: in this sense, the word first appeared in O'Reilly's article in 2005, and it was obvious from the first research that:

- A turbulent environment, a constantly moving area where new players are born and fallen, new categories emerge and disappear.
- Although it is essentially a technology-technical background, the impact on society is in the focus of social sciences and marketing research.

To clarify the conceptual framework, it is first necessary to define how the concepts of the area can be defined. The obvious definition of "web 2.0"[4] used in the first years, which is rarely used nowadays, is derived from a comparison with Web 1.0. Fehér (2012) refers exactly to this version-based distinction when defining web 2.0 ("new media") as a trigger for Web 1.0 (or "old media"). The author also draws attention to a contradiction - the web 1.0 term was born later as opposed to web 2.0.

O'Reilly offers a compact definition for web 2.0: "Web 2.0 is a business revolution in the IT industry that has been brought to Internet by the industry and is an attempt to understand the conditions for success on this new platform. The most important rule is to create applications that are able to use the network effect for improvement so that more people use them. This is called the exploitation of collective intelligence. "(O'Reilly, 2006, pp.1.)

The above definition also highlights a new problem that is only dealt with tangentially. In the case of social media, the boundary conditions of success are not given, as it basically operates along other types of logic than the previously known media tools. From the company-consumer relationship point of view, it is

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[4] Web 2.0 is a broader concept for social media. In the following, since only the latter is relevant for the subject matter, I will only speak about social media.

essential that we can observe a communication paradigm shift behind the change. Social media - in contrast to traditional media - has revolutionized the flow of communication (Rényi, 2011). The so-called "traditional" web logic of the word is more similar to the previous media types (television, radio, print media, etc.):

- Traditional portals and websites have little incentive for user interaction.
- The content was predominantly produced by the company's employees, and user-generated content (UGC) was not in the center of interest.
- The communication model, similarly to traditional "broadcast" media, is communicative -> has several recipients.

In order to understand the difference between the two, it is important to be aware of their technological background and basic operational mechanisms. According to Szűts (2012), Internet is the basic infrastructure that means a global network. The World Wide Web, - which means hyperlinked documents (in my understanding this is web 1.0) works on this - besides others (e.g. e-mail, ftp, IP-based services, etc.). This kind of technology has not solved most of the barriers we have learned in earlier media to exploit the potential of marketing. Herendy (2010) wrote: "The online presence of the company in the first period continues to be" brochure-like ", meaning more or less updated web pages, where:

- the communicational channel between the customer's feedback to the company had to be changed (e-mail or phone call instead of webpage);
- the already used technology might be suitable for bidirectional communication (company <-> consumer), the typical way of usage did not exploit it, and users were not encouraged to formulate messages through the website;
- It is even less typical to make the users' messages visible for other users (many <-> many ways of communicating)

The following table summarizes some of the definitions that were compiled in the years followed the emergence of social media (web 2.0, social media, social networks, etc.)

Author	Definition
O'Reilly (2005)	Web 2.0 is a network that combines connectivity tools.

Author	Definition
	The applications are developed to benefit from the platform's benefits: • Continuous development, with the growing number of connected people, the network is also improving • usage of data from different sources • network effect • it provides a rich user experience
Constantinides-Fountain (2008)	Open, interactive, user-controlled online applications that make possible the sharing of experience, knowledge, and market for the participants in social and business processes.
Mangold-Faulds (2009)	Consumer-generated media.
Levy (2009)	Compared with earlier internet usage, it is new because: • people are in the center instead of trade • more dynamic • With an easy use, content production and publishing becomes available to more layers of society
Kaplan-Haenlein (2010)	Web 2.0 is the platform for social media development. Social media is an Internet-based application that provides space for creating and sharing user-generated content (UGC).

Table 1: Overview of social media definitions in literature
Source: Own elaboration

Dahl (2018) defined the four components of social media, which have specific characteristics and are the unique features of corporate media marketing.

Actors	Media	Content	Environment
Common value creation	Computer	Persuasion	Measurement
Organizations	Games	Involvement	Inter-Culture
Users and Groups	Mobile devices	WOM	Ethics and law

Table 2: Four components of social media
Source: Dahl (2018) p.5

The "definition" offered by the author draws attention to important aspects:

• By changing the communication model, user inputs enable consumers to deeper integration into corporate value creation;

- Social media as a message carrier and media medium has long been beyond computers. Other authors (see Lamberton-Stephen, 2016, Kaplan-Haenlein, 2010) are also concerned that, besides traditional IT tools, social media such as mobile devices and online games play an important role;

- Measurement can extend beyond the traditional measurements to the characteristics of the consumer's psychological (e.g. mood), psychographic (e.g. lifestyle, personal characteristics, social status), and they become instantly and readily available in the course of corporate decision-making.

- Another consequence of such a deep understanding of the consumer is that it raises serious ethical and legal concerns (see Facebook - Cambridge Analytical scandal, EU GDPR regulation, etc.).

One of the keys to the change brought by the social media is undoubtedly the users' authorization. Internet users now have a role not only in the consumption of content but also in their active production. Not just articles, pictures, videos, etc. on the website or on media, but the share of a content is adopted as a content.

A decentralized model emerged, where the complexity of the network started to grow (Fehér, 2012). It is important to point out that the above processes are not only for news channels (news sites) but also for certain platforms (corporate websites, social networking sites, blogs, etc.) that provide companies with internet presence. Kaplan-Haenlein also interpreted social media as a new approach to existing web applications where content is not produced and published. Users (together) constantly modify it in a participatory and collaborative approach (Kaplan-Haenlein, 2010). According to authors, social media is a set of Web 2.0-based applications that allow UGC to be created and shared.

In a managerial approach, social media is a set of applications and technologies that help consumers integrate into the value chain of organizations and integrate into networks among themselves (see O'Reilly, 2005; Bauer et al., 2007; Hass et al., 2008). Levy, 2009, outlines three principles that companies need to take into account in connection with social media: (1) web based applications focusing on (2) services and non-application development, and (3) building on active user interaction (web2 .0 core definition, definition of the cornerstone of UGC). "Active" in this context is a misleading concept, as some web applications

combine sophisticated technical solutions with statistical methods to gain valuable information from wallet users even when they merely passively browse the page. Internet merchants, such as Amazon, offer recommendations based on purchases and searches of users with similar profiles.

It was clear from the beginning that web 2.0 not only differs from technology compared to previous solutions but also changes the operating and business logic of the community (users). This is reflected in the eight basic features defined by O'Reilly (2005), that are considered to be the domains of web 2.0 applications:

Application characteristic	Business consequences
Long tail	Exploiting small markets with customer self-service and algorithmic data management
(Large) data processing	New insights
Users appear as value-adding factors	Against the earlier "static" models, users of applications generate an implicit and explicit value that appears as an aspect of the development of applications
Network Effect	Only a small part of the users give value to the app, so it is essential to be ready to encourage consumer engagement (data accumulation)
Some rights are reserved	Collective adoption is an indispensable condition for the right holder to renounce certain intellectual property rights
An eternal beta	In software development, adding software features that provide a continuous new user experience to the product, instead of replacing older, large units
Instead of checking: cooperation	Web services offer programming interfaces and data syndication. They access to and use data from other systems.
Instead of the IT system, the software is the key	Cross-platform development as a requirement

Table 3:What is different with web 2.0?
Source: O'Reilly (2005) based on his own editing.

In the following chapters, the most important, most commonly used web 2.0 applications are presented. In addition to the most recent usage statistics available, existing areas of application for marketing are also explained by existing research.

Based on the theoretical background of media research and social processes in 2010, Kaplan and Haenlein divide the types of social networking into six different

categories across two dimensions, based on the media's richness of UGC content and the usual degree of self-empowerment of users.

Personal self-presentation / self-disclosure		Richness of media content		
		Low	**Medium**	**High**
	High		Social Sites (e.g. Facebook)	Virtual worlds (e.g. Second Life)
	Medium	Virtual communities	Content Sharing (e.g. Youtube)	
	Low	Community projects (e.g. Wikipedia)		Online Games

Table 4: Classification of social networks
Source: Kaplan-Haenlein, 2010 Based on Minazzi (2015), pp.6.

Corporate use of social media is divided into two categories:

- A proactive presence which actively supports the fulfillment of company and / or marketing objectives
- The behavior, opinions, manifestations, evaluation, etc. scanning and passive use of consumer, competitor (Felix et al., 2017)

Based on this, social media usage can be divided into the following types:

	Proactive	**Passive**
For Sale	Direct sales message / DM	Lead generation
For Branding	Image building	Collecting consumer information / insight

Table 5: The role of social media in marketing
Source: own elaboration

Companies are present in social media every year to an increasing extent. In 2016, the CMO survey in the United States found that 10% of advertising was spent on social platforms. 73% of Fortune 500 companies have Twitter, 66% Facebook and 62% YouTube. (Colicev et al., 2018). It offers companies an attractive opportunity to communicate directly with consumers in real time by deleting mediating media. It is cheaper and more efficient than traditional media (Hassan et al., 2015).

Companies can integrate different social media platforms into their marketing activities in a different way. Dahl (2018) defined the following categories:

	Method of use	Example application
Traditional social media platforms	• New business models • New communication options	Facebook, Amazon, Twitter
Game and hybrid platforms	• C2C commerce (even with virtual products) • In-game advertising and "advergaming" (the game itself is the advertisement) • "Gambling" (making business and other processes a game) • Hyper reality (blurring the boundary between virtual and "offline" realities)	Second Life, WorldsAway, Pokemon Go
Mobile and location-based platforms	• Strategic tool for SME companies • Security, privacy barriers and considerations • Going forward to "the Internet of Things" (IoT) • Buy local advertisements / incentives	Google map, Foursquare, Swarm

Table 6: The marketing use of some of the social platforms
Source: Based on Dahl (2018) – own elaboration

The author also notes that the above categories are not mutually exclusive, and almost all major social media applications are developed in each direction. The "gaming" category is somewhat outstretched. With the emergence of the first social networks and virtual worlds, people expected a much more dynamic growth for marketing in this category (e.g. Second Life). Yet, its performance is more disappointing.

Colicev and his colleagues found that 42% of Facebook users mentioned these brands in status updates, while 19% of Twitter users' messages contained references to companies and brands. (Colicev et al., 2018). Other research, however, shows that young people primarily write usable messages on brands, and only 40% of brand-young consumer interactions are motivated by symbolic or recreational considerations (Hamilton et al., 2016).

1.2. Creating corporate value with social media applications

We investigate the use of social media for corporate purposes in two fundamental ways. First, it is essential to review the most important factors that are needed (but not always sufficient) of the successful social media strategy based on the literature and then the methods of value creation have to be examined. Finally, some of the most important financial indicators will be mentioned, on which the success of value creation can be judged.

Principles of the presence of corporate social media
In Bradley's (2011) model, he proposes the following six principles for corporate social media participation:
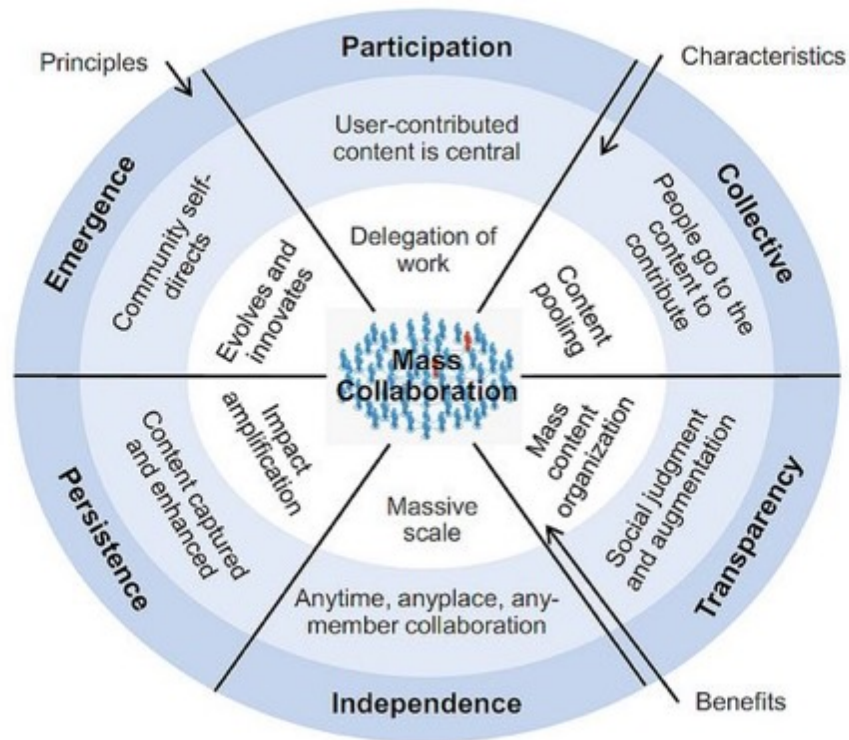
Figure 3: Six principles of social participation
Source: Bradley, 2011, p1

A basic requirement for companies is to replace the earlier, typically inward-looking approach with a community approach. The company has to consider a fundamental issue whether to build its own network infrastructure (for example, a blog on its own servers, a social network, etc.) or a community of existing communities. Hunt (2009) highlights one of the dimensions of web 2.0 applications when participants (consumers) are usually organized into groups

based on their interests. This might provide access to other companies if they use right tools, messages and language to communicate.

One of the core features of social media is that people love to create and share content. However in order to attract users, the company needs to set clearly defined goals for the presence of social media which target a group. The research of Hamilton et al. (2016) suggests that companies might be able to build consumer engagement in an online (social media) environment that shares "irresistible" content - otherwise business initiatives might meet lack of interest. According to the authors, the truly attractive corporate content can also be able to provide a "flow experience" to consumers.

The research on this topic revealed the corporate uses of social media as summarized in the table below. This research focuses on organizational changes induced by social media. It also shows that besides the marketing department, with other internal departments and external stakeholders (partner companies) the company can engage with or change the existing linkage network (or ecosystem - see later):

Area	Reference	Internal stakeholders	External stakeholders
Strategy creation	Montalvo (2016), Keegan- Rowley (2017)	Management	Consultant
Branding	Kim-Ko (2012), Dahl (2018), Montalvo (2016) Bruhn et al. (2012)	Marketing, Sales	Advertising agency, new types of social media agencies
Advertisement	Dahl (2018), Bruhn et al., 2012, Tuten (2008)	Marketing	Creative agency, ATL-BTL agency, media buying agency, online agency
Measurement	Kumar et al. (2016), Montalvo (2016), Stephen-Galak (2012), Dahl (2018), Colicev et al., (2018), Kumar et al. (2016),	IT department, market monitoring and data analysis department,	Market researcher, data mining / buyer

Area	Reference	Internal stakeholders	External stakeholders
	Colicev et al. (2018)		
PR, reputation management	Etter et al. (2013), Aula, 2010a, Aula, 2010b	PR department, press relations, communication department	PR agency, traditional press and media
HR	Kaplan-Haenlein (2010), Bolton et al. (2013)	HR department	Recruiting/HR agency
Buyer relations	Dong-Wu (2015) Kim-Ko (2012), Agnihotri (2016), Röndell-Sörhammar (2010), Montalvo (2016), Trainor (2012)	CSR, production („co-creation")	Adviser
Law	Dahl (2018)	Legal Department	Lawyer, law firm

Table 7: The effects of corporate social media use on internal and external stakeholders
Source: Own elaboration

In the following, the results of the major research - concerning some of the above mentioned series will be presented.

Strategy formulation

The process of strategy making and the relationship between social media and strategy creation are discussed in details later in the next major chapter of the dissertation. Based on previous research, social media is capable of supporting dual ability, like recognizing the present challenges and building the future (Montalvo, 2016).

As indicated in the table above, Keegan-Rowley (2017) argues that social media also transforms the relationship between corporate agencies. The companies

employ more specialists and their research has revealed that the quality of decision-making is improved by involving external consultants in the process of strategy creation and operational process.

Reputation management

One of the important motivations and benefits of social media presence for the company is reputational management. Etter et al. (2013) proposed the separate management of traditional and community-based reputations. The latter is a self-assessment system which, according to their research, is able to capture an autonomous assessment of the stakeholders of the company's operations. Aula (2010a) is already addressing risk management with web 2.0. "For strategic reputation management, it is crucial that social media cannot be controlled and the content cannot be managed like conventional media. In practice, this means that it is almost impossible for organizations to control the discourse of them" -writes the author (Aula, 2010a, pp. 44).

The actors involved in corporate reputation and their possible role on web 2.0 can be summarized in the following table:

Actor	Role(s)	Locale
Individual	influential pressure practitioners	social media
Community	influential pressure practitioners	social networks
Group of individuals „Net media"	information search pressure practitioners	social media online media web sites
Organization	editor communicator influential supervisor	social media online media web sites
Media	Intermediary Supervisor	traditional media online media

Table 8: Actors, Roles in Reputation in Social Media
Source: Aula et al. (2018)

Eccles et al. (2007) identified three groups of reputable threats:

1. Entrepreneurs of the enterprise do not have real assumptions about the organization
2. Consumer expectations are changing
3. For internal reasons, the organization is unable to react to changes in the environment (for example decisions on the neutralization of a reputational risk are taken at different business units).

Aula et al. (2010) adds at least two additional elements to the list above:

4. Different audiences formulate a different reputational narrative
5. The public's expectations and beliefs are developed in digital discourse and the organization cannot meet these expectations.

In recent years, social media has been a venue for a large number of spectacular PR disasters for large corporations. Some of these have caused specific financial losses that could be measurable to the individual companies, and could be measurable in hundreds of millions of dollars. For example, United Airlines shares fell by 10 percent[5] after the company's customer service was unable to properly handle the fate of a broken guitar. Its owner, a middle-aged country musician, wrote a song about this situation. Several large clothing companies (such as H & M, Abercrombie & Fitch) were forced to explain why they would rather destroy some remained clothes than offer them for charitable purposes.

The results of my own previous research (Hubert, 2018) suggest that self-discovery in corporate-consumer relations in social media has to appear in the same free and voluntary way as in interpersonal relationships. In line with other earlier results, it also highlights the transparency of corporate operations as one of the expected basic standards of social media (e.g. Weineberg, 2009).

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[5] Did Dave Carroll lose United Airlines $180m?

http://www.economist.com/blogs/gulliver/2009/07/did_dave_carroll_cost_united_1

Branding

Montalvo (2016) describes social media campaigns that show (1) brand awareness and (2) brand reputation. According to Kim-Ko (2012), marketing activity in social media has a significant effect on all three dimensions of customer value that Lemon et al (2001) mentioned:
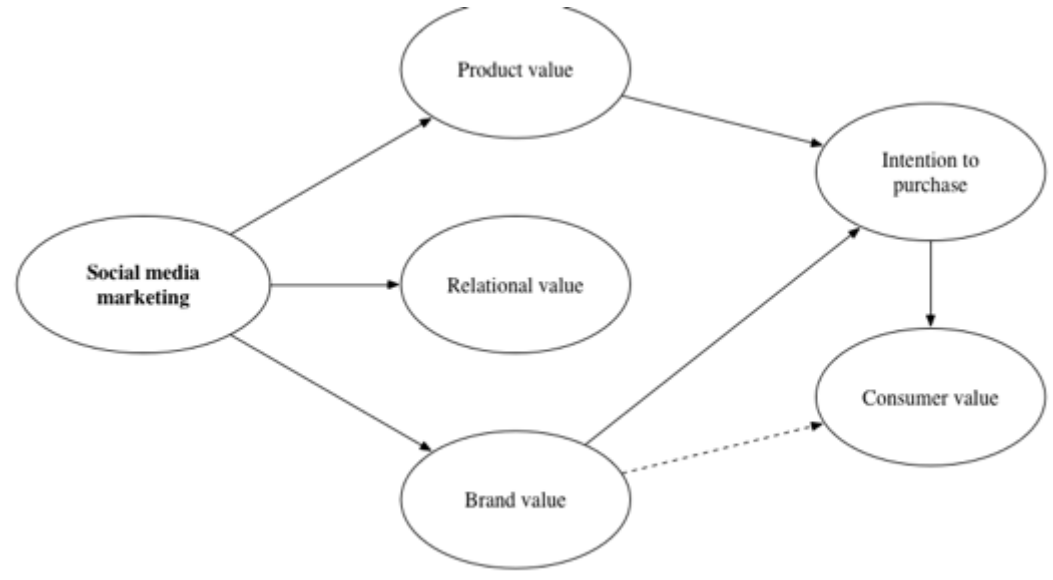
Figure 4: Impact of marketing activity in social media on customer value
Source: Kim-Ko, 2012, pp. 1485.

The authors have found that marketing activities in social media have a significant effect on all three assumed drivers of customer value and the level of influence is significant. Contrary to previous studies, the authors did not reveal a direct and significant relationship between the three buyers of the customer value and the buyer value itself. In fact, the brand value showed a weak, moderately strong and negative relationship. The other two factors had a significant positive impact on the intention to buy except for the relationship value.

Bruhn et al. (2012) explored the impact of traditional and new generation media on an expanded model for purchasing along with the brand's mediating effect. Based on previous researches (Dellarocas, 2003; Duan et al., 2008; Godes-Mayzlin, 2004, etc.), the discourse of consumers (UGC, ewom) and the content produced by the company were treated separately in social media.
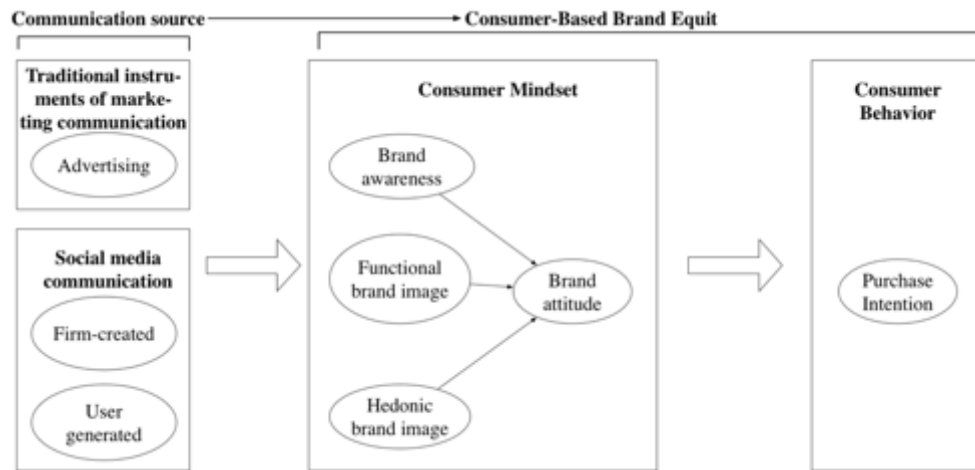
Figure 5: The impact of traditional marketing communication and social media communication on purchase intention
Source: Bruhn et al., 2012 pp 774

Based on the research, the authors argue that companies must make social media presence an integral part of their communication mix, along with clearly defined strategic goals. One of the important benefits of social media is the relative cost advantage of traditional media. They also highlight that trends point to an expanding mass of consumers, which also underpins the inevitability of corporate use. The same is confirmed by Hamilton et al. (2016): For brands, social media does not only provide an effective platform for addressing young people who are just hard to reach other media. They also move in a place where people (friends or acquaintances) who have a remarkable impact on this target group shape their opinions.

Customer relations and co-creation

In the model of Hamilton et al. (2016), social media activity can increase customer value as it allows a higher level of satisfaction and interaction in company-to-customer relationship. Other research in the process of co-creation sees the possibility of deepening customer relations in social media. (This refers to a common problem solving process where the seller, buyer and other actors are involved in the planning, production, delivery and / or purchase phases of the value chain). In marketing literature, the concept of shared value creation brings attention to the customer because the buyer is far beyond the simple assumption of values (Grönroos, 1994, Ramirez, 1999, etc.). The concept is not new.

Researchers and practitioners dealt with the phenomenon extensively long before social media or even before the internet age. Gilmor-Pine (1996) identified four levels of customization of production:

1. Collaborating: interactive dialogue with the buyer, identifying the unique needs of the company, and taking the product into account in production
2. Adaptive: The product has one or more variable attributes that the customer modifies to their own preferences (e.g. cell phone background)
3. Cosmetics: every customer receives the same product, only their packaging is different
4. Transparent: The customer does not know that he or she receives a different product than the others.

According to this listing co-creation is only carried out on the first level.

Based on Payne et al. (2008), the amount of information buyers have, their knowledge and their capabilities are the operational resources that the company can exploit during the process. The authors emphasize in their study that one of the keys to a successful process is that the company presents clear and transparent scenarios to consumers about the process of co-creation and that the different learning abilities and responsiveness of different consumer segments should also be taken into consideration while planning.

With the spread of Internet and especially social media, new perspectives opened up to the possibility of shared value creation. According to Holloman (2012), users in these forums typically take part in or initiate the following activities:

- Define product development ideas
- Distribute knowledge about products
- Assist each other in solving their problems

Röndell-Sörhammar (2010) argues that the digital revolution supports shifting to service-dominant logic, and consumers can more easily join the phases of trade than ever before. According to the authors, social media can lead to original, honest, natural dialogue between companies and consumers. Technical tools and equipment make it possible to grab and to evaluate this communication.

According to Trainor (2012), social media is a tool in the hands of companies which helps them in establishing and maintaining long-term relationships with their customers. In this context, the author includes a kind of community "customer service" (e.g. when buyers help each other in solving their problems) and co-creation supporting innovation. Social networks enable enterprise performance to be enhanced through interactivity and consumer engagement that can lead to a corporate-value creation.

Critical analysis, summary

At the beginning of the chapter, the million dollars question of social media marketing was featured: how can companies create value by using social media? It was made visible that the mere use of technology options is not enough. These applications are easy to use for anyone. Yet, this usage alone is not the source of sustainable competitive advantage. In order for the company to rely on social media at a strategic level, it requires thoughtful, marketing-oriented decisions that may have serious organizational implications (see Table 9). It is important to see how the role of the consumer has changed in traditional and new media:

	Traditional Media	**New Media**
Consumer	Resists the message	Plays an active part of producing the message
The maker of message	Company	Company, consumer or other (e.g. press, consumer protection groups, etc.)
Corporate control	(almost) total	Minimal / no. Instead of control: process management.
Typical medium	Television, radio, newspaper, magazine, traditional web pages, etc.	Social media: blogs, social networks, video sharing portals, etc.
Consumer attitudes toward the typical medium	Stagnating interest and occurance	Increasing interest

Table 9: Consumers in the traditional and the new media
Source: own elaboration

The first conclusion is that social media can be a forum for self-expression and self-presentation, both for individuals and for companies. The company can profit

from a kind of information asymmetry between the consumer and can display its own "frontstage" processes as "perceived backstage." It increases the credibility of the company in the eyes of consumers and makes the information more exciting and interesting - making it more appealing for the consumers.

It was also explored how media can be used to create and capture value (either in the form of a sustainable competitive advantage or in other ways). A number of corporate and marketing areas were shown where social media is actively used: reputation management, brand value and its enhancement, embedding co-creation processes in corporate-to-consumer relationships, enhancing consumer engagement and insights.

An interesting question may be to investigate the return on social media marketing activity. Researchers of the subject claim that the investigation of RO(M)I is by no means straightforward. According to Hoffman-Fodor (2010), the "viral factor" of content appearing is not always comparable to the ROI measured for earlier marketing activities.

However, the main focus of this research falls on the organizational implications, which was briefly mentioned in the previous sections. New positions have emerged in the organizational hierarchy of rhw companies (Murthy, 2014). The internal use of social media enables the organization to become more innovative and to facilitate the transfer of tacit knowledge.

2. Organization theory

2.1. Organizational Configuration - Organizational Performance – Strategy

Organizational theoretical researches over the past decades have explored the relationship between organizational structures and other key variables, such as performance, strategy formulation, efficiency, etc. In this chapter, I will first give a brief overview of the first period of this research area from the early '90s (e.g. Miles, Snow, Burns, Stalker, Hurley, Hult, Lawrence, Lorsch, Archol). It would be easy to get lost in the analysis of these classical works. Yet, it is not

unmistakable that the digital revolution that began in the first decades of the 20th and 21th century, the emergence of computing, mobile devices, Internet and social networks also resulted in a radical turnaround in the life of organizations. For this reason, the so-called "classical" school is discussed in such a depth that the effects of digitization could be understood in the literature.

Why do some businesses outperform their peers, what are the reasons behind this? A decisive line in organizational theoretical literature seeks to answer that question in the fit of organization and its environment. A company that builds an organization that meets environmental challenges will be more successful and more viable than its competitors. In the literature, the relationship between the two concepts is described by multi-dimensional constructs of organizational configuration such as organizational structure, organizational culture, product market strategy or market environment (Yarbrough et al., 2011; Olson et al., 2005; Vorhies-Morgan , 2003).

The strategy theory focuses on the importance of context, structure, and strategy elements in the environment - form - function - performance framework. This complex strategic direction is called "configuration theory" (Mintzberg et al., 2009):
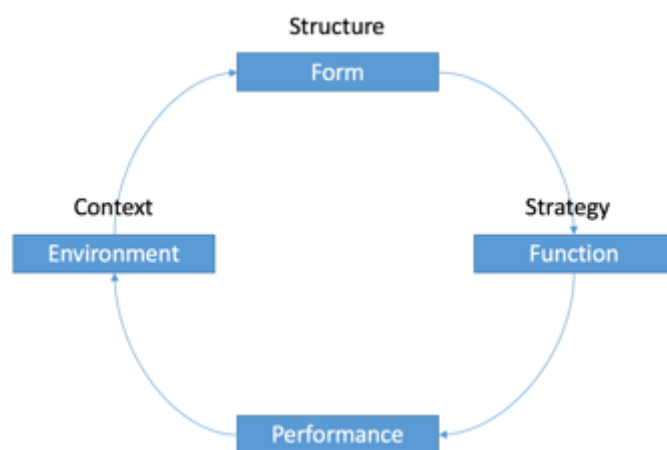
Figure 6: Configuration theory
Source: Mintzberg et al., 2009

Organizational Form and Structure

Traditionally, the marketing organization has been studied in the literature based on its structure:

- In the functional marketing organization it is customary to distinguish general marketing tasks and organizational units that performs all the sales.

- The two most distinctive forms of the divisional organizational structure are the marketing organization which is organized for (1) product groups, and (2) geographic area

- In the matrix organization there are also two organizational criteria (Bauer-Berács, 2016)

Antal (2006) summarizes the applicability criteria of the three organizational models and their characteristics as follows:

	Models of organizational structure		
	Functional	**Divisional**	**Matrix**
Conditions of application	Homogeneous, not very complex core activity	Diverse core activity	Diverse, complex, innovative core activity
	Relatively stable, not very complex environment	Dynamic, complex environment	Dynamic, complex environment
Key features of organizational model	Core activity done by functionally specialized subsystems	Core activity is specialized by product or by customer or by regions	Core activity specialized by two dimensions
	Strategic and operational decisions made by top management	Strategy formulated at top management level, operational decisions made by heads of divisions	Strategic and operational decisions are made by leaders of matrix functions
	The operation of the organization is regulated in detail	The operation of divisions are regulated	Limits of operations can be changed according to environmental needs
	The inner structure of the functionally	Inner structure of divisions might	Different inner structures might be

	Models of organizational structure		
	Functional	**Divisional**	**Matrix**
	specialized subsystems might be very different	take different forms	formed within the specific dimensions of the matrix organization

Table 10: Key features and conditions of application of organizational models
Source: Antal (2006), pp8.

It is important to note that the table above does not contain a value judgment (for example, it cannot be said that the matrix is organized "better" thab the functional organization), which is consistent with one of the most fundamental determinants of contingency theory: there is no salvation path. The operation of the organization should be adapted to the operating environment (- this has been known for decades, e.g. Burns-Stalker, 1961, Lawrence-Lorsch, 1969, etc.). It is also worth highlighting the adaptation of environmental change, in which a defensive, offensive or proactive strategy can be followed.

The fitting can be interpreted both internally and externally: the former looks at the relationship between the structure and the company's capabilities and strategic objectives (is the organizational structure appropriate?). The latter examines the internal logic of organizational operation (consistency of organizational structure) (Antal, 2006).

In the modern marketing organization, we are experiencing the broadening of the scope of tasks and competencies. This resulted in the expansion of organizational complexity and in parallel of the coordination tasks. Although business (and marketing departments) take different organizational forms based on business strategy, environmental challenges, regulatory environment, and other considerations; they are described by Olson et al., 2005, with the following dimensions:

- Formalization - the level of formalized description of rules, processes, decision mechanisms and working relationships.
- Centralization - the level of power managed by top management - and its delegation to middle and lower level managers.

- The level of specialization - the division of tasks and activities and the level of employee control in the selection of these tasks.

Performance

The organizational structure of the marketing has been linked to varied areas and key concepts in the literature, including for example effectiveness (Olson et al., 2005). Vorhies-Morgan (2003) explained the performance of companies by the fitting of business strategy and marketing organization.

Researchers on organization theory and strategic management approach power-related issues on configuration based theoretical foundations, where the configuration means the strategic and organizational characteristics of a business. This can be described along multiple dimensions. The essence of the configuration theory is that all strategic approaches can be assigned to an ideal organizational constellation that results in outstanding business performance.

The type of strategy refers to a model designed by the organization to achieve the company's own strategic goal (the authors described the three strategic features of Miles-Snow's classical work in 1978 with three distinct base types with a clear strategic direction):

- Researcher: proactive attitude is typical, changes are not only monitored but in many cases they create it themselves.
- Defensive: Striving for a long term service in a stable market segment, typically with narrow product range and standardized manufacturing processes.
- Analyst: practically an intermediate constellation between the researcher and the defensive end-to-end continuum, which seeks to exploit the strengths of both "worlds": they want to guarantee cost-effectiveness together with innovative solutions to market and / or product development (Csepeti, 2010)

The marketing organization can be understood (1) in the structure (=the organization of the decision-making power and tasks) and (2) the tasks (engagement and implementation of marketing tasks). On one hand, the

"functionalist marketing organization" approach become questionable in the past few years. On the other hand in the literature, they report the distribution of the marketing related "tasks" between "functions", in which "besides the traditional marketing organization other functional groups are involved" (Hult, 2011, p.509). (The concept itself is not new, Keith has been writing about marketing companies for more than half a century, where marketing "imbues" the whole organization - Keith, 1960).

Environment (context)

Due to the fast-changing, dynamic environment companies and marketing organizations are facing up to global challenges. The emphasis in the literature goes beyond the formal description of marketing departments to answer questions such as the organization's connection to performance, creativity, and knowledge. Marketing also breaks down narrow-minded class frameworks, aiming to control the whole company's approach to create "market-driven" organizations at the site of traditional production / service companies (Kotler et al., 2008).

Most academic researchers agree that social media itself presents a dynamic, turbulent economic environment - and it challenges companies. Returning to Burns-Stalker's classic writing, this has clear organizational implications in itself:

Stable environment
•Market partners (buyer, supplier, etc.) do not change
•Purchasing and sales conditions are constant over a longer period of time
•The company purchases and sells the same products and services

Mechanistic organization
•Small latitude dispersion
•Many hierarchy levels
•Strong formal regulation
•Centralized decisions
•Professional competence is less important
•High qualification differences among the staff

| Dynamic environment | •The company's market connections (e.g. sales) and its opportunities are changing rapidly
•Rapid change in customer demand (new product demand, change of existing requirements, etc.) |
| Organic organization | • Large latitude dispersion
• Few hierarchy levels
• Slightly formal regulation
• Significant decentralization of decisions
• Professional competence is important
• There are relatively small qualification differences among the staff |

Figure 7: Orbanizational consequences of stable and dynamic environemts
Source: Own elaboration, based on Burns-Stalker (1961)

Planned vs. Completed strategy

Mintzberg et al. (1998) also draws attention to the fact that the organizational form also has a close correlation with the process of strategy creation and implementation. This relationship has been broken down by numerous researches (eg Lunenburg, 2012, Mintzberg). First, briefly examine the relationship between the two concepts in the title of the subsection, the planned and the emerged strategy based on Mintzberg:
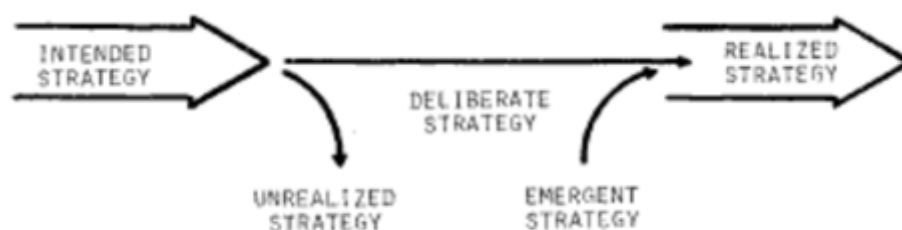
Figure 1. Types of strategies

Figure 8: Types of strategy
Source: Mintzberg-Waters, 1985. p.258

The authors have outlined different types of strategy during the process (e.g. the strategy is based on a formal plan, a central vision for entrepreneurial strategy, a common belief in ideology, etc.). Environment plays a central role in virtually every version. The differences between the intended and the implemented strategy can be explained by significant environmental challenges and changes. According to Mintzberg (1979), in a dynamic environment, its challenges may be much more determinative than the age, size and other factors of the organization.

Critical summary and the need to move forward

The classical school of theory of organization – let's call it this - has focused its attention on important concepts and found basic relationships that proved to be useful tools for both researchers and practitioners. The summary showed that these works look from a "big picture" perspective, from which the relationships between the environment and the internal processes of the organization are visible. We can understand how a company can respond to turbulent environmental conditions, how it can be geared to optimal speeds when it's stormed, etc.

Science - not just social and management sciences - usually struggles to establish a relationship between the micro and macro world. What works "en gros" does not often work in small and vice versa. This is exactly the same case with the Mintzberg model. The model is a kind of big-picture that made important lessons, but it hides several aspects of the details.

This "traditional" approach has been criticized. In literature, more and more researches suggest that the boundaries of the organization and the environment cannot be clearly drawn. We can talk about an ecosystem instead of the division of companies, buyers and suppliers.

Social media can be considered as an environmental challenge for which the company needs to develop a strategic response. However, in my view, it gives a more accurate picture of a novel situation that the company as an organization (or as a group of individuals) should "learn."

Learning, whether individual, organizational or inter-organizational, is missing from the models that have been reviewed so far. There are several signs that show how this concept is the key to understanding how organizations can respond to social media changes. Although there are few articles in the literature dealing directly with these two areas (organizational learning and social media), there are many indications that these two have a lot to do with each other:

- As we saw in the review of social media, these applications have created a new situation for the companies in many aspects. The understanding of the changed environment and the development of effective responses can be characterized by a different learning curve.

- After the emergence of social media, articles were published that shed more light on this area. In the early years more descriptive articles were published but later on more and more articles were published that were advisory in nature - suggesting a deeper understanding of the area (Lamberton-Stephen, 2016)

- In the past few years, the question of "can we sell" was replaced with the question "how to sell" in literature and in the practicing sphere. This also indicates that companies are starting to learn "social selling"

- Lamberton and Stephen in their metastudy connect the Internet as a tool to consumers in the first years (between 2000 and 2004, instead of companies, users actively utilize the possibilities of the Internet). Later on companies become the center element.

2.2. Ecosystem as a corporate structure

By using biology-terminology from the early 2000s, more authors have described the relationship between companies with the concept of ecosystem. Thus, some companies have become "key species", which are organized around a large number of other "species" (= companies). Thanks to this loose but interrelated relationship of interest, it is possible for all actors to be mutually effective and to survive (Iansiti-Levien, 2004). This approach breaks down or at least blurs the boundaries between companies. Companies have access to the resources of others.

Interdependence and symbiosis become research focus instead of independence and zero-sum games.

Adner argues that the ecosystem can be used not only for inter-company relations but also for corporate structure. Based on his work, the "ecosystem is based on aligning the structure of a certain number of multilateral partners in order to achieve a central value proposition" (Adner, 2017, p 42). The features are the following:

- In such a structure, instead of bilateral relations, multilateral relations arise
- There is a certain number of participants (the ecosystem is not open ended)
- The focus of the analysis is on the central value proposition instead of the purpose of the individual enterprise activity

The author describes the ecosystem-like structure in four terms:

1. Activities, concrete actions that the members of the network perform in the interest of value proposition.
2. Actors: Executives who are not necessarily linked to a single central actor
3. Position: Describes the flow of activities, specifying where the actor is located and who is responsible for the activities
4. Relationships, transfers between actors (financial, information, influence, etc.)

The ecosystem structure is linked in the literature with the following:

- High-tech sector: West-Wood (2013), for example, explained the downturn of a previously popular mobile operating system (Symbian) by destroying the ecosystem around the company in the center (Nokia) because of a competition between the application developer partner companies themselves.
- Innovation: Davis (2016) has demonstrated multilateral collaborations with complex developments (e.g. MRI equipment, smartphones, etc.). Adner (2016) investigated how power relations change in the ecosystems of innovation.

Social media are commonly referred to in the literature as an ecosystem (e.g. Hanna et al., 2011, Mangold-Faulds, 2009, etc.). By this, authors usually refer to the interdependence between applications and the social space. Based on the literature review, there is a literary gap here. There are many indications that social media and new technologies changed the road of marketing departments in the direction of ecosystem-like behavior. This is indicated by the novelty of the media, the growth of start-up special-profile agencies (e.g. container plants, native and programmatic ads, adex, etc.). In my own research, therefore, this is an important topic to be explored.

2.3. Organizational learning

The topic of organizational learning is a current and upbeat research area - the multitude of academic articles, books, management guides are all examples for this. Nevertheless, although the understanding of the subject has grown overall, there is still considerable conceptual disorder in the area (Tosey et al., 2012). Organizational learning can be defined as a change in the organization's knowledge (Argote, 2013). The foundations of the area were laid by the work of Chris Argyris and Donald Schön. In their approach, one- and two-curve learning process can be distinguished: the former improves the quality of processes through feedback, the latter means transforming the organization's functioning.

Knowledge can be explicitly formative (declarative) and procedural knowledge, as well as ability and practice. At the same time, it is controversial whether this is a cognitive or behavioral change (Easterby-Smith et al., 2000).

An important dimension of learning is that it happens over time. When discussing the adaptation of new technologies this becomes particularly important. Research suggests that a significant amount of time may elapse between the appearance of technology and its organizational implementation. This may be caused by incompatibility of organizational parameters (e.g. senior management) and the technology or the lack of organizational capability or personal competence required for implementation, etc. (Choi-Thoi, 2016). In the case of social media, practically all possible problems could be corroborated with examples.

The ability of organizational learning has been discussed in radically different concepts from Argyris-Schön's approach. In a holistic approach for organizational capability for learning and innovation (Schuchmann-Seufert, 2015) companies, that are capable of learning, are ambidexterity organizations that are able to compete simultaneously with today's problems and future challenges. The company can "learn to learn through a dynamic process." It explores the environment and exploits the opportunities.

In relation to the organization and individuals, these are the requirements on both sides:

- Lifelong learning as a requirement for employees, day-to-day work should be characterized by reflection instead of routine.
- Organizations should provide the framework for the operation and implementation of innovation (Lang-Pätzold, 2004)

In the model of Argote (2012), organizational learning is a context-dependent phenomenon, where the organization itself is part of the environment. Yet, competitors, buyers, educational institutions, government, etc. can also play a role in it. From an environmental elements point of view, we can distinguish between active and latent elements: the former are capable of acting (e.g. organizational members, tools), the latter are not.
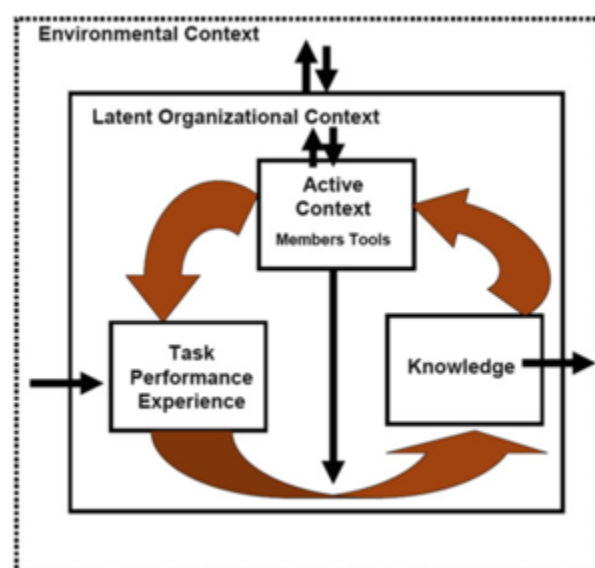
Figure 9: Model of organizational learning

In this model, learning is a continuously occurring cyclical activity where organizational tasks and performance experience are transformed into organizational knowledge through the learning process in the context of environmental factors. The role of the environment is twofold: (1) influencing the learning process; and (2) absorbing organizational knowledge affects the company's performance, tasks and experience.

Argote outlined the 4 factors of the model that were examined along the following sub dimensions:

Experience	Organizational Context	Organizational learning processes	Knowledge
•Direct or indirect experience	•Specialist or general organization	•Oversight of organizational learning process	•(outcome)
•New Experience	•Organizational culture	•Distributing the organizational learning process	
•Success or Failure	•Organizational Structure	•Improvisation	
•The clarity of experience	•Performance feedback		
•Location of Experience gathering (geographic)	•Training		
•Timing of Experience collection (length, timing)	•Absorption capacity		
•Rarity of experience	•Aspiration level		
•Experience Simulation	•Power and status		
•Heterogeneity of experience	•Social Networks		
•The pace of	•Diversity and		

Experience	Organizational Context	Organizational learning processes	Knowledge
experience	stability of members •Tools		

Table 11: Components of organizational learning
Source: Own elaboration based on Argote, 2012

The author distinguishes the environmental factors between the latent and the external environmental context of learning. According to other researches, environment plays an important role in the process of organizational learning. Different types of environment (contexts) can stimulate knowledge growth in a different ways: a trust medium facilitates organizational learning (Levin-Cross, 2004); the environment, where detailed process specifications are available, helps maintain the knowledge (Ton-Huckman, 2008); groups with superior identity are easier to transfer knowledge (Kane, 2010), etc.

There is also a different approach where emphasis is placed on the organization's internal processes in understanding organizational learning - instead of contextual factors. In this approach, organizational learning involves incorporating new knowledge into the existing knowledge through knowledge management processes.

Pemberton - Stonehouse (2000) highlight the processes within the enterprise besides other organizational parameters (culture, structure and infrastructure). The key to successful organizational learning is the need to combine the learning process with the knowledge management process. The two processes work in the opposite direction: the former is aimed at acquiring new knowledge but the latter helps formalization, knowledge storage, sharing and distribution.

Levels of organizational learning

Literature distinguishes four levels of organizational learning, whose characteristics are summarized in the following table:

	Characteristic	Stepping stone to the next level	Learning context

	Characteristic	Stepping stone to the next level	Learning context
Individual level	• Continuous learning • Employees are based on an internal incentive • Trial error, question (a)	Intuition, Interpretation (b)	Team, organizational and inter-organizational level (c)
Team Level	• Collaboration • "Learn to Learn" (a)	Integration (b)	Organizational and inter-organizational level (c)
Organizational Level	• Impulse for learning • Production, Usage, Sharing of Knowledge (a)	Institutionalization (b)	Intermediate level (c)
Inter-organization level	• The organization joins its environment • The actors' visions are the same (a)	-	

Table 12: Characteristics of the different levels of organizational learning
Source: (a): Schuchmann-Seufert, 2015, p33; (b): Tam-Gray, 2016, (c): Argote, 2012

The authors of the subject draw attention to an interesting fact. Although the team and organization-level learning mechanism leads to individual levels, individual learning alone is not sufficient for higher learning. It is also necessary to have the knowledge of the individual accessible to others in some form.

Similar to individual learning, team-level learning is also of paramount importance. Teams are being used more and more in managerial and sub-levels. The understanding of the team-level learning mechanism is one of the keys to organizational learning. This statement is true because social processes that define the life of the whole organization, including learning, already appear at a group level (e.g. communication, knowledge sharing, influence, network of contacts and coordination, etc.). Of course, at the organizational level they are scaled up to a

higher level but group learning has the advantage that it can be studied even under laboratory conditions.

This is an important advantage that has contributed to the interest in group learning since the millennium (see Edmondson et al's (2007) summarizing study on this subject). Through the analyzing of experiments, they made robust models highlighted key factors as the group's ability to remember, social influence, the preservation or sharing of knowledge, the effect of group composition or the "production" of new knowledge (Argote, 2012). Based on the researcher's summary, group learning is a process where members of a group (1) share, (2) establish, (3) evaluate and (4) combine knowledge. These authors treat these categories as layers, where feedback can occur between each station. It may also happen that certain steps are missing from the learning process.

Compared to the efficiency of individual and group learning, different approaches and results can be found in the literature.

- There is a kind of "groupthink" that results in a very poor quality. This is undoubtedly a very interesting situation that was first written by a psychologist: Irving Janis. Through the analyzation of tragic historical decisions, he found that group-level decision making was often far below what could be expected from members of the group as individuals (cited by Aldag-Fuller, 1993). Group learning can be a barrier to (1) a powerful, charismatic leader who suppresses the others; or (2) lack of consensus within the group norms, (3) culture where fears or threats of shyness do not allow group members to express their opinions, etc.
- Group learning / knowledge can be as effective as the average of the members or the most excellent performance of individual
- There is also an example that the group's knowledge and performance can override the individual performance of its most capable members (see e.g. Weldon-Bellinger, 1997)

Models of Organizational Learning

As mentioned above, the literature has set up different models for organizational

learning, among which the robustness of these models has been tested empirically. In the following I will present some of the most important models and approaches with a short description:

- Muth (1986) showed the learning curve in a logarithmic form, where cost-effectiveness of learning is the key factor for the organization. The author did not focus on explaining the different shapes of the learning curve among the different companies. He only examined the changes in production efficiency based on experience in one organization.

- Huberman (2001) focuses on the former, that is, the differences between companies. His model can be visualized as a graph, where peaks are the stages of the process, the edges display the sequences of processes. We talk about organizational learning when the rearrangement of the edges result in the shortening of the path between the starting and finishing peaks of the graph. This can be achieved through two mechanisms: (1) new edges between the peaks can be drawn rendering some previous processes obsolete. (2) The length of the edges becomes shorter indicating more efficient relationship between the peaks.

- The model of Fang (2011), like the Huberman model, aims at reducing the number of steps in order to reach the end goal. However, the study has built up a relationship between individual learning and group learning. In this model, experience gathering is shown by the fact that successful steps provide "credits" to the organization and learning is achieved through the propagation of credits. Those conditions that are closer to the goal, receive more benefits from credits than the others.

Marketing skills and organizational learning

As seen in the previous chapter, organizational learning can be an important competitive advantage for companies. Previous researches have linked organizational learning with different concepts. Baker-Sinkula (1999) defined market orientation as a necessary but not a sufficient condition of organizational

learning. According to Slater-Narver (1995), the relationship between the two concepts defined a kind of 'mediating medium' of organizational culture. In Day's approach (1994), organizational learning is a precondition for market orientation (and not vice versa). In the same depth, the relationship between organizational learning and sustainable competitive advantage has been studied (De Geus, 1998, Vorhies et al., 1999, Day 1994, etc.)

Marketing capabilities can be defined as an integrative process that is designed to apply knowledge, skills and resources that are gathered in the organization. (Morgan et al. 2009). These are internal processes of companies that make the organization more market-driven. Vorhies-Morgan (2005) distinguishes eight marketing capabilities: pricing, product development, channel management, marketing communication, sales, marketing information management, marketing planning and marketing implementation. The authors make two important findings in terms of skills: (1) any ability alone can make the company competitive, and (2) because of the interdependence between the individual skills, the company achieves outstanding performance if it has more than one such skill at the same time.

The relationship between marketing capability and organizational learning has been studied by several researches. It is clear that, like in case with other organizational skills, the development of marketing capabilities can also be achieved through organizational learning (Liu-Ko, 2012; Easterby-Smith-Prieto, 2008)
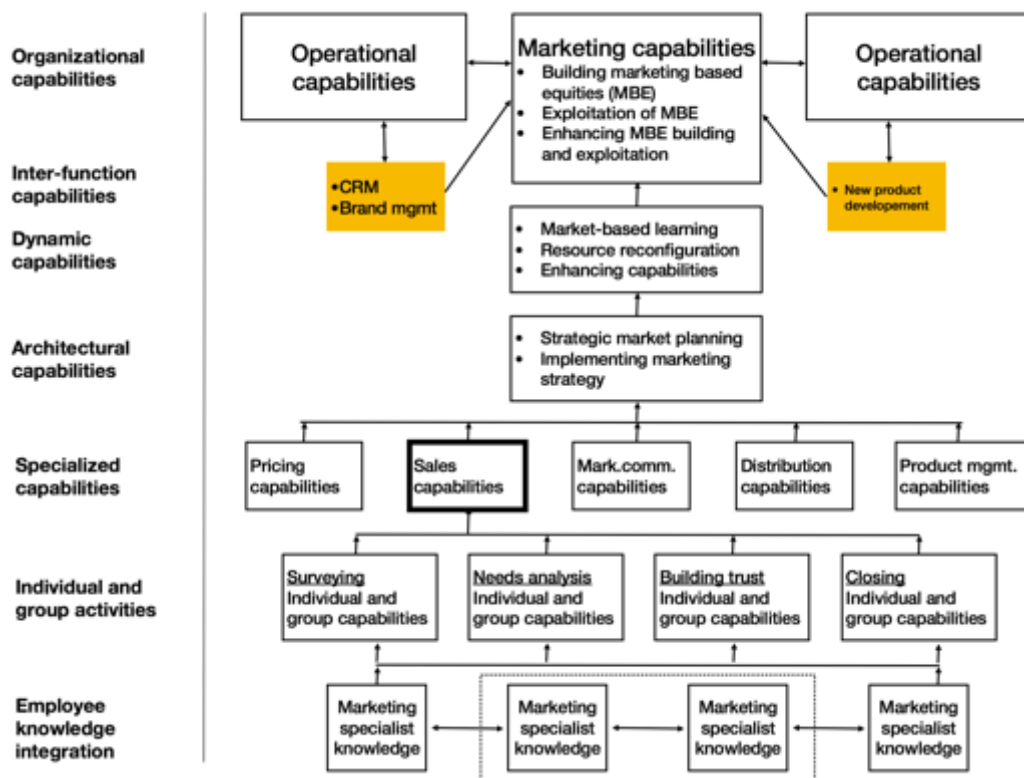
Figure 10: Marketing capabilities

In this model, learning is a dynamic ability through which organizations can acquire new skills and competences (Easterby-Smith-Prietow, 2008). Researchers show that dynamic capabilities can be an explanation of why some organizations prove to be more successful. According to Zollo-Winter (2002), three organizational mechanisms provides the linking of knowledge and dynamic skills: (1) collecting experience: a learning process that builds on attempts and mistakes; (2) articulation of knowledge; (3) codification of knowledge where knowledge transfer is provided by written materials (manual books, plans, etc.) or software (decision support system, project management system). Zahra et al. (2006), dynamic skills serve as a gateway between basic skills and organizational knowledge base, thus indirectly affecting performance.

An important feature of marketing capabilities is that they are not concentrated but scattered. This phenomenon has been observed not only within a specific organization but also among organizations (Krush et al., 2014).

Companies may adopt a different strategy for competition. At one end of the scale, aiming at balancing the environmental risks, we find a general broad spectrum of corporate capabilities and knowledge, whereas the opposite is the concentration of resources for developing a small sub-domain (ability) approach (Achrol, 1991).

The relationship between organizational learning and organizational structure

The relationship between organizational learning and organizational structure has not been a focal point in previous researches. Lam (2000) shows that the models of Mintzberg, presented in the earlier chapter, show the correlation between organizational learning:

		Bearer of knowledge	
		Individual	Organization
The degree of standardization of knowledge and tasks	**High**	expert bureaucracy	machine bureaucracy
	Low	adhocracy	J-organization

Table 13: Organizational models and organizational learning
Source: Lam (2000), pp.494

The results of the research on the joint section of the two fields can also be divergent (at least in the sense that different organizational forms with opposite features have been found optimal for organizational learning):

- Examining the decentralized form of organizations, Jansen et al. (2006) found that the reduction of centralization encourages explorative innovation. A structure, like this may encourage members to find the optimal solution and not to capture the underlying solutions.
- Fang et al. (2010) found the system of semi-isolated groups with a moderate cross connection to be the best in promoting organizational learning. Since the groups are distinct in some respects, but they also have

points of attachment, this system stimulates both generating ideas within groups and sharing knowledge between groups.

- According to Bunderson-Boumgarden (2010), team structures perform well in the organizational learning process characterized by (1) specialization, (2) formalization and (3) a strong hierarchy.

2.4. The learning organization

In the literature, learning organization appears as a high level of organizational which is often not descriptive, but is used by researchers with a normative edge. (In this sense, the learning organization is a perceptual reform, transformation that guarantees the development and survival of companies - Pedler-Burgoyne, 2017). The learning organization has again become the focus of research around the millennium (Örtenblad, 2013) in the literature, usually linked to innovation, efficiency and competitiveness. It is defined as "an organization that is capable of creating, acquiring and transferring knowledge and modifying its own behavior in the mirror of new knowledge and insight." (Garvin, 1993 pp. 80)

A similar approach is applied by Hult-Morgan (2015). In the theoretical framework they propose, as opposed to traditional organizations, a marketing-oriented learning organization which is the highest level of learning organization (see Figure 11). In the terminology of the authors, marketing organization that combines both internal and external focusing with the needs of the markets (the comparison of the traditional and full-fledged marketing organization in the diagrams below):

Figure 11: Total learning marketing organization
Source: Tomas et al. (2015) pp140

It is clear that there is a direct relationship between the learning organization and its receptivity to innovation (Hurley-Hult, 1998), and Slater-Narver (1995), which is inseparably linked to market orientation.

Learning organizations are defined by Senge (2014) as follows:

- System thinking: the organization realizes that it is part of a larger system, and it is aware of its subsystems. It perceives and understands the subsystems of the system and is aware of the fact that the effects of each subunit also affect other units.

- Thought patterns: the organization brings to the surface, and is conscious about the thought patterns that make up the daily, automatic (routine) decision making process. Through awareness, thought patterns can be re-written and reinterpreted if necessary.

- Personal excellence: the organization is built on self-realizing people who emphasize their effectiveness in the field of work and in their personal relationships. The organization provides space for self-realization, not only for senior executives but also for a wide range of employees - people work for the goals that are really important to them.

- Creating a shared vision: engaging in decision-making processes. Instead of goals set by the head of the organization, the learning organization provides the opportunity for employees to participate in the process.

- Group learning: looking at multiple perspectives instead of top-down directions. Dialogues instead of discussions are the dominant formulas. Different minds are not opponents but allies. They want to benefit more of synergies instead of battles between other employees. Due to this, not only conflict management is more efficient but knowledge becomes common, which, according to the author, provides "living knowledge management" for the organization.

It can be seen that the learning organization differs from other organizational forms at the level of processes, organizational culture and outputs. Yang et al. (2004) describes the learning organization as a network where the relationship between the individual and the structural (organizational) level explains the concept of organizational learning. The opportunity of continuous learning and the medium encourages dialogues and collaboration. Employees (organizational members) are empowered and act on a common vision. Throughout the organization, the close relationship with the environment and the sharing of knowledge and learning process are typical.

Learning organization and organizational structure, transformation

The formation of a learning organization requires significant organizational transformation. Marquard sums up the key features of learning organizations:

Dimension	Previously	At Learning organization
Critical Task	Physical	Theoretical
Relationships	Hierarchical	Peer-to-peer
Number of levels	Many	Few
Structure	Functional	Multidisciplinary teams
Boundaries	Recorded	Permeable
Competitive advantage	Vertical Integration	Outsourcing and Associations
Management style	Authoritarian	participant
Culture	Approbatory	Commitment and result

Dimension	Previously	At Learning organization
Team Members	Homogeneous	Diverse
Strategic focus	Efficiency	Innovation

Table 14: Comparison of traditional and learning organizations
Source: Marquardt (2011), pp11

The researcher emphasizes that he talks about a learning and not a "training" organization. According to him, the latter is "externally" in the heads of people (team members) in a stable environment, primarily as a knowledge and ability study, where the goal to be achieved is development. In the learning organization, however, the members learn through their own internal motivation, focus on value, attitudes, and innovation, helping to find new and innovative solutions to the challenges: the goal is not development but a "breakthrough." (Marquardt, 2011)

Although the distinction recorded by the author between the "old" and the learning organization is clearly unilateral (not all organizations start to become a learning organization from a condition that Marquardt mentions as a "former condition"), it is clearly visible that the process of becoming a learning organization requires serious organizational resources (time and financial investment). Chau et al. (2015) identified three major steps in the process of transforming into a learning organization:

1. The definition of the funds of the learning organization (background research and recognition)
2. Identifying the learning strategy for the group
3. Feedback to the learning process

The scale of the task is indicated by the fact that in each of the cases brought by the authors, the learning organization (strategy implementation) embraced a period of 2-4 years, in which preliminary tests (pilot projects) and gradual implementation were also involved.

3. Digitalization and organizations

In the previous sections the dissertation has discussed two major topics, presenting the relevant results of social media research and research on the organization's theory (mainly the organizational structure). In the next block, the joint section of the two research areas will be compared. My own research also examines the relationship between these two themes. Social media, as we have seen, is a new research area and only a tiny proportion of the research is concerned with organizational theoretical issues.

First of all, the topic is presented from a more general level and then we will see how organizational transformations have been introduced to other areas close to the IT area (ERP or MIS systems). This does not mean that management information or corporate management systems are similar to social media. The differences are very significant. However, both of them are considered to change from an information technology point of view, whose organizational implications are important (see Table 15 of the assumed differences in the two areas).

3.1. ERP / MIS systems and organizational transformation

"Technology" has long been one of the many features and components of the company. Approximately since the '90s, more and more researches have shown that IT is deeply embedded in the organization's structure. It is not only a work tool but also a communication and social medium of corporate employees that has become part of the organization's "fabric."

How did we get here? The relationship between technology and organization has been in the focus of research for over 60 years. Thompson-Bates (1957) first argued that the applied technology could be one of the determining conditions of organizational form. Moreover, it is one of the three factors of organizational structure in the contingency. (Zammuto et al., 2007) However, the Internet revolution and the associated changes have already happened in the 20th century. In the previous decades of the 20th century, there have been organizational transformations that have been induced by computing, MIS / ERP systems.

The discipline of information systems and organizational theoretical researchers did not miss this research area. Before the overview of this, we should highlight

the differences. In brief, I demonstrate that corporate application of these systems - besides many similar features – that differs from the usage of social media (DSMM).

	Implementation of traditional (ERP) systems	Implementation of DSMM applications
Physical location of the system	Within the organization / on servers or cloud, SaaS	Typically with an external provider (cloud based, SaaS service)
Driving force of change ("champion")	Top management with IT department	Marketing (external consultants)
The group affected by the change	Company as a whole	Marketing, HR, external organizations (agency, consultant). Smaller part: IT, organization as a whole
Consumers' contact with the systems	Through indirect / metric effects (less directly)	Directly
Main goal	(Re)organization of internal business processes, improvement: efficiency / productivity	Communication channel with the company's stakeholders

Table 15: ERP and DSMM system implementation
Source: own elaboration

The literature examined the relationship between technology and organization in depth. Zammuto et al. (2007) also highlighted an interesting, reverse-link relationship. While in the everyday life the IT tools gained a broader scope, the organization-technology relationship was studied at the turn of the 60s and 70s by the researchers in the most intensive way, followed by practically minimal interest until the beginning of the 2000s. After the millennium the research of the subject revived. The authors found that the IT as a business (that functions itself) was overwhelmed, and its primary tasks were to automate existing activities and accelerate communication.

Interestingly, this are other differences: until the '90s, there were only a few articles that showed a positive relationship between investment in technology and

productivity. At the turn of the millennium, it was changing. Dedrick et al., (2003) highlighted an important aspect of the relationship between organization and technology. By summing up the results of 55 research results, they realized that the investment in IT systems can increase productivity - assuming that the company also invests in organizational developments at the same time.

Some of the research focus on how the introduction of ERP / MIS systems induces substrate changes in the organization. The (M)IS literature sees the key to success in the organizational fit of the system. The relationship between the two factors is influenced by different environmental and organizational factors (Hong-Kim, 2002). By examining the organizational fit in details, different approaches might be found in the literature:

- Henderson-Venkatramn (1993) developed their strategic adaptation model based on the alignment of business and IT strategy with business and IT infrastructure / processes.
- Holland-Light (1999) identified strategic and tactical factors in the process. They put the existing IT systems and IT systems to be implemented along with support from top management to a strategic level. At a tactical level, communication (client-company, internal, etc.) and employees' attitudes have been identified.
- Nah et al (2003) based on their own research among Forbes 1000 companies assessed the following key factors in change management: support of senior management, teamwork, project and change management and corporate culture.

Hong-Kim (2002) summarizes these factors in the following: strategy, enterprise structure and size, environment, technology, tasks and other individual factors.

The rapid development of new types of communication tools (e.g. mobile) and media (e.g. social networking) transforms the daily lives of at least two corporate areas. Besides marketing, IT departments may well be affected. For example, several authors argue that, in the future, the leaders of the two areas need to work closely together to "satisfy and engage buyers throughout the life cycle, which is the driving force behind business growth." (PR Newswire, 2014, pp1.) This is supported by the fact that, for instance, not only marketing but other academics

deal with the relationship between social media and organizations. These academics publish in information technology and management information systems.

According to the research of Fehér et al. (2017), it can be stated that the marketing and the IT field are becoming more and more closely interwoven. In their research, the authors revealed that the IT department of Hungarian companies have self-motivated motifs in the digitized domains related to marketing such as social media or "big data".

3.2. Social media as a disruptive technological innovation

By many authors, disruptive innovation is said to be the most important business concept of the 21st century. The challenge for companies is to handle disruptive innovations - since even recognizing them can be a serious problem. While the emerging innovative solution, service or product opens up new perspectives, it destroys former existence, which transforms not only the products but also the business models and the theoretical framework of the previous year. Due to this, the making of related projections is similarly problematic. Researchers have to answer complex questions such as how these innovations fit into a more comprehensive framework, while matching with existing theoretical models (Pegoraro, 2014).

If we examine the two basic laws of (1) Moore[6] and (2) Metcalf[7], we find that technological progress can only be described by an exponential curve. Kristóf (2016), referring to future studies, says that informatics transforms various industries and brings changes with a non-linear development – one that has not been experienced before. These are "characterized by the yearly doubling of price / value ratio" (pp.6). By examining this environment, the greatest dilemma of the manager of our age is clear: the pace of technological development goes far beyond the adaptability of organizations. The task of the researchers is to find

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[6] With regard to the complexity of integrated circuits, he said that it doubles about one and half a year- the "end" of the "law" has been published in recent years
[7] The usefulness of a network grows squarely with the number of network nodes. Therefore, Internet (like phone and mobile phones) is becoming more valuable as more and more people are involved.

answers, based on what is already known: which are the key variables, handrail points that can help organizations to regain their control over this turbulent environment.

The notion of disruptive innovation - although it existed before –its "reintroduction" were linked to the researchers Bower and Christensen (1995) (disruptive innovation was counted among the most important business concepts of the new century). The authors fundamentally split the innovation into two groups: innovations that do not really break the existing markets (for example, the appearance of cars at the end of the 19th century, which as a luxury product did not pose a particular challenge to the horse-drawn vehicles market) and disruptive innovation, which creates a market for itself while simultaneously destroying others (e.g. Ford T-models and other horse-drawn vehicles).

Based on the three critical success factors of companies with disruptive innovation (Skarzynski - Rufat-Latre, 2011):

1. Ability to anticipate and respond to unexpected market changes and unsatisfied customer needs, focusing on the business model.
2. The ability to combine incremental and breakthrough innovation efforts into a single, common endeavor.
3. The attitude of strategic planning and the discovery of new possibilities, which assumes mutual interdependence.

Teixeira (2015) distinguished three waves of digital disruption:

1. wave: Unbundling: services provided on the same platform (e.g. Daily Telegraph - news, ads and restaurant criticism) are specially dedicated to online service providers (e.g. Google news, craigslist ads, yelp - restaurant criticism)
2. wave: Disintermediation: the services provided by one service provider at a single location (e.g. accommodation at a travel agency + travel + leisure programs) are sorted by consumers on their own, on different platforms.
3. wave: "Decoupling": breaks the relationship between the steps of the consumer buying process (e.g.: selling a consumer basket -

where there is no connection between evaluation and choice; online shopping - what the consumer has previously chosen; consumption without buying, etc.).

According to Teixeira, the third wave is fundamentally different from previous waves. In addition to the "destruction" + "value creation" pair of earlier disruptive innovation, other combinations can are shown. (1) Value creation activities for both parties (e.g. Twitch, where both the game maker and the game-mediating company have financial benefits). (2) Value destructive + value constructive. (3) Value capturing and value creation (where the benefit of one party is financial, and the benefit of another party is something else, such as advertising, brand, etc.). The author also states that the driving force behind the fragmentation is the cost benefits that can be obtained: search, purchase, the costs of use can be reduced.

Today's digital revolution has brought about a fundamental change in at least three areas, affecting the relationship between organizations and their employees:

1. Changes in the nature of work affecting the daily processes, the relationships of employees and internal organizational units (functions, teams, responsibilities, etc.)
2. Change in the nature of the data, which is clearly linked to the exponential expansion of the volume of available information (see "big data").
3. Changes in the dynamics of labor - the changing ethnic, generational factors and the related transformation of value structures, expectations, etc. (Church-Burke, 2017)

The rapid spread of DSMM technologies can be considered as unprecedented not only in the speed of development but also in its dimensions and economic effects. The pace of technological development has an impact on the life cycle of companies and products. The decision time horizon of managers is reduced and the allocation of available resources should be decided faster than before (Vassileva, 2017). An interesting question may arise whether the technologies that are emerging on the market (artificial intelligence, expanded reality, etc.) will be

able to support or trigger the decision-making situations that now require human intervention.

The situation therefore lays a heavy burden on the marketing organization and managers for at least two reasons:

- Larger data is available, and its analysis requires more time than before.
- Shortening the product life cycle and the turbulent operating environment make management more demanding than the earlier decision.

As a combined effect of these factors, organizations need to transform their internal structure, change the organizational culture, powers and even the boundaries of the organization need to be re-interpreted. This can be summed up briefly as a re-invention. The authors look at the consequences of organizational change and state that in the life of companies, talent becomes a central element. (Church-Burke, 2017)

Research has shown that social media applications have triggered processes that can be interpreted as disruptive innovations in traditional marketing areas:

- In communication with consumers, not only the channel but the dominant communication model has also changed (one-to-many instead of many-to-many communication). Control over the process has been transferred from the companies to the community. Furthermore, other members have the opportunity to gain typical, strong positions in the corporate operation (suppliers, consumers, government, local communities, etc.). This process has a negative impact on mass media.
- Social commerce also transforms into B2C, B2B and C2C commerce. There is no data suggesting that this traditional and / or online trade would be threatened with complete destruction. Yet, it could have a significant role in each of these areas. Consumer interchange (C2C) can completely disable existing platforms.
- Social media applications are also suitable for triggering traditional market research tasks. Available data and large data, allows to recognize consumer insights that could not be revealed by other means. Recent tools

(e.g. content analysis - sentiment analysis, data mining, etc.) provide access to unprecedented depth and width data.

- However, in some industries / players, social media threatens the basic service offered by firms (the underlying product). This includes the creative and cultural sector (Flew, 2017), newspapers, daily papers (Miranda et al., 2016) or education (Anderson, 2016).

These phenomena are summarized in the following table:

Marketing activity	Example of social media application	Disadvantaged sector / competitor	Source
Communication	Twitter, Facebook	Mass media (television, newspapers, radio and magazines)	Pegoraro (2014)
Sale	Facebook Marketplace (C2C), Facebook Shop (B2C), LinkedIn (B2B)	Especially: C2C trading platforms, less: online / offline sales channels	Ghezzi et al. (2016)
Market research, consumer insight	Facebook, Twitter, YouTube, blogs, etc.	Market research firms	Ghezzi et al. (2016)
Basic Product / Basic Service	Any social media application	Creative and cultural sector, newspapers / traditional media, education	Flew (2017), Miranda et al., (2016), Anderson (2016)

Table 16: Social media as disruptive innovation
Source: own elaboration

Felix et al. (2015) pointed out that corporate culture has a decisive role in how social media is implemented in marketing by the organization:
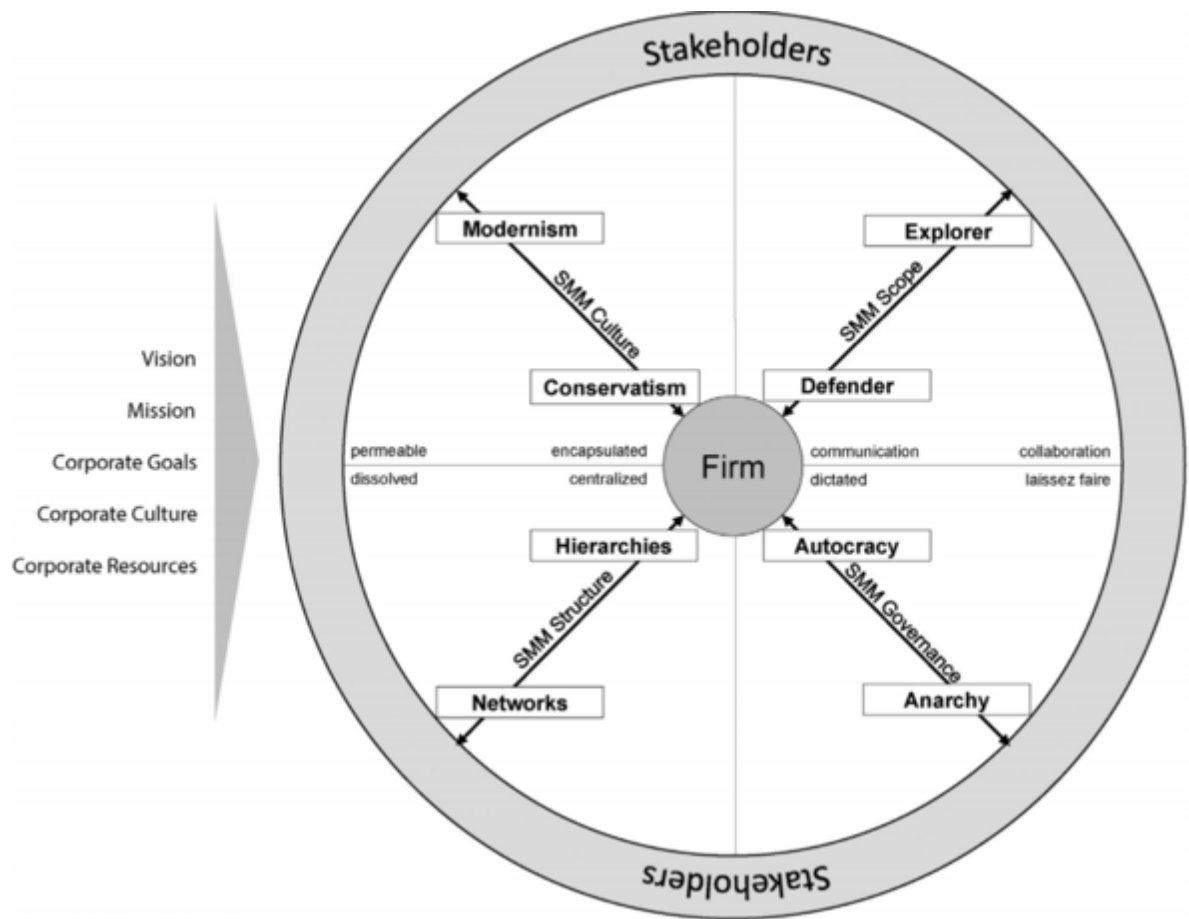
Figure 12: Strategic use of social media
Source: Felix et al. (2015), pp.4

The authors identified four dimensions that influence the company's use of social media, three of which are clearly linked to the company's internal structure:

- An internal structure that can range from hierarchy to network structure
- Culture, from a conservative to a "modern-orientation"
- Leadership style, the two extremes of which are autocracy and anarchy.

The authors consider that internal and external factors altogether determine the company's choice. They treat social media as a new type of medium, as a means of networking with stakeholders in corporate operations or merely as a new communication channel through which buyers are "bombed" with information.

Reynolds (2015) also points out that the process is two-way. Not only new types of communication tools induce organizational changes but organizational changes can be more effectively managed by using social media, mobile applications, etc.

3.3. Skills needed for the use of social media

This section shows the distinctive characteristics of social media applications and the skills needed for corporate use of those based on the Hoffman-Fodor (2011) typology. The 8 categories stated in their article covers the most important social applications.

	Main target group	Basic effect	Costs	HR requirements on behalf of the company	Content	Other specific traits
Blogs	Middle age groups (35-55); mem (e)	Image/sales	Low	Content writer, content- and community manager. For starting the blog: informatics and webdesign	Basically textual but offers the possibility to embed multimedia content	There are service providers with notable market share (Wordpress, Blogspot); blogs available on corporate domains might be deemd unreliable by consumers according to research (f)
Microblogs	Younger generation (18-29), Esomar AB income status, urban, higher education (a)	Image	Low	Content writer, content- and community manager	Basically textual, but offers limited possibility to share pictures and video	Length of text limited, one picture or video might be shared. Use of #hashtags
Co-creation applications	(To be set by the company(	Sales	Higher starting costs, lower operating costs	Engineer and IT to connect application with production; community	Application-specific, main focus on usability	Might require a significant investment, might require the

	Main target group	Basic effect	Costs	HR requirements on behalf of the company	Content	Other specific traits
				manager; developers; webdisgn		rearrangement of production and logistics processes. No "boxed" solutions, needs unique development in every case
Social bookmarking	Women, lower ducation, older age groups are overrepresented (55+) (c)	-	Low	Social manager	Links with short descriptions	Limited use in marketing
Forums	To be set by the company	Gathering information, data for consumer insights	low	Community manager, IT, webdesign	Mainly textual	Lesser used in marketing, the main reason for use is to collect consumer insights and used as a consumer support tool
Product rating sites	Young and middle aged generation (18-49), higher education, upper	Sales	Low	Content manager	Text and ratings	Might be important in consumer purchase decision but not under

	Main target group	Basic effect	Costs	HR requirements on behalf of the company	Content	Other specific traits
	income quartile, urban (d)					coporate influence (d). Companies might be tempted to use unethical methods and risk reputation
Social networks	Young and middle aged generation (18-49), all income segments, gender, education and place of resindence (a)	Image (to a lesser extent: sales)	Middle – to – high	Content and community manager, copywriter, graphics, ads / spend manager,	Own applications, text, video, images	Consumers attention fall on graphic content; Aquiring and maintaining the consumers' attention might be costly
Video and image sharing applications	Women, teenagers (13-17) and younger generations (18-29), higher income segments	Image	Low/middle	Image editor, content and community manager, cameraman, director, etc	Video, image with short description and click-through layers	Costs are affected by the intensity of the campaign and the type of content

Table 17: Characteristics of social media applications

Source: a) Duggan et al., 2015; b) Lenhard, 2015; c) www.alexa.com, 2015; d) Jansen, 2010; e) pingdom.com, 2013; f) Lee et al. 2006; g)

Guimaraes, 2014; h) Bickart-Schindler, 2001; i) Chiou-Cheng, 2003; j) Nambisan-Watt, 2011

4. Challenges for marketing

According to some authors, social media and other disruptive technologies mean "the end of marketing" as we know (Hamill, 2017). Others are less dramatic but there is no dispute that social media and the emerging new technologies (extended reality, robotics, "the internet of things", human-computer interface, etc.) are not just new opportunities but have new challenges for practicing marketing professionals and academics. These challenges are fundamentally divided into two categories. One part relates to the marketing implementation of social media and its potential, which typically affects the internal processes of companies. The other part is due to the environmental conditions and the conditions changed by the social media, which affects the relationship between the company and the environment. For instance, the borders of companies are blurred, instead of self-operation, they live in ecosystem-like symbiosis between companies and agencies, etc.

One of the researches of IBM based on a 2011 Marketing Leadership (CMO) survey reveals both of the two categories. Four major challenges in the coming years have been identified: (1) the exponential increase in the size of available data, (2) the reproduction of social media and (3) channels, and (4) the change in consumer demographic data. It is visible that three of the four challenges are directly related to the new media. Choi-Thoeni (2016) specifically explored the company's in-house framework for successful organizational implementation of social media marketing. Based on their research, the strategic and operational support of senior management, vertical coordination, the coherence of social media and general marketing strategy, the monitoring of competitors and the parameters of the relationship with users (observation, response, interaction) are key factors of success.

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

Tension	Challenge	Description
Digital Revolution	Support or defend	The rise of digital media threatens existing business models

Tension	Challenge	Description
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 18: 10 marketing tensions
Source: Leeflang et al. (2014), p4.

The authors drew those ten challenges they described, depending on the degree of challenge in resolving and the gaps in plans to address the challenge(solution proposals). It can also be inferred from the figure what degree of advantage can be gained by solving the given area.
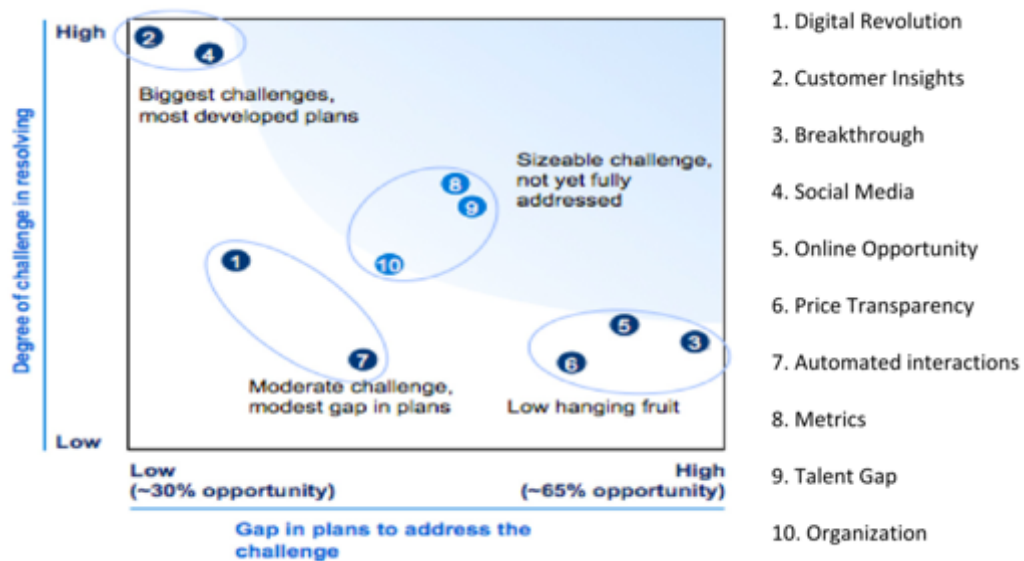
Figure 13: Challenges of social media
Source: Leeflang et al. (2014) p5.

In the problem - solution matrix the authors present organizational issues as a major challenge for which there are no proposed "ready" solutions. They argue that outsourcing external partners (agencies) can be a viable way to bridge the shortcomings that have emerged. Apart from the involvement of personal skills and talents, the authors have also considered the organizational structure. Their judgment, in line with the results presented earlier, states that the requirement for digital marketing is to create a different organizational structure than before. The problems of interoperability coordination can be described in the literature as a thoroughly explored area in relation with marketing and other organizational units (e.g. sales, finance, etc.).

The characteristics of the Hungarian market

The research described in the next chapter of the dissertation was conducted by interviewing executives of companies in Hungary. It is, therefore, worth examining how the country differs from the international "average," which may even influence the results of the research, their interpretation and the limitations of the results. From this point of view, three important characteristics of Hungary were examined: (1) the relationship with "high-tech", (2) economic structural characteristics and (3) comparisons with countries with similar parameters.

Compared to other Member States of the European Union, Hungary is moderately advanced in providing and using online technologies. To prove this claim, I will look at several indicators from Eurostat's most recent 2018 database[8]:
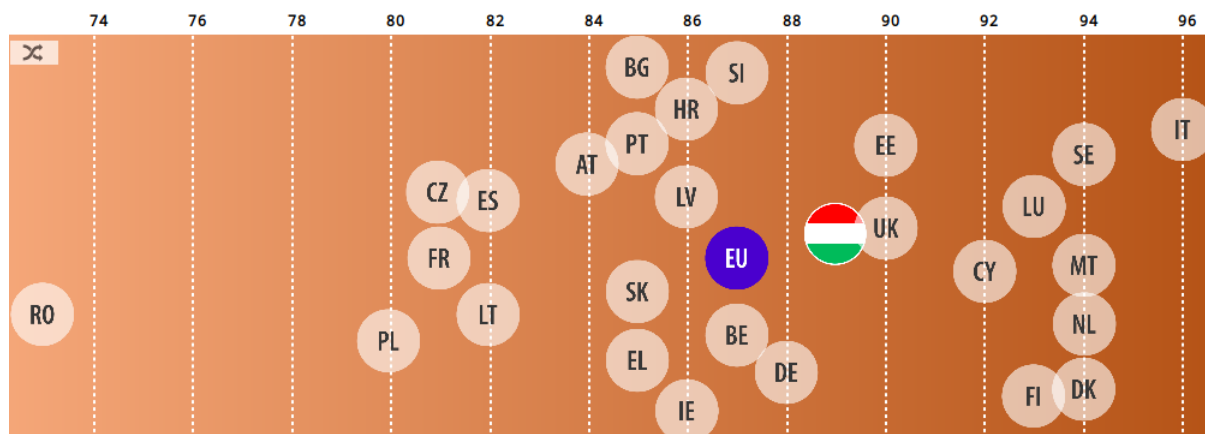
Figure 14: „Daily Internet Users" - the rate of people who have accessed the Internet over the past 3 months
Source: Eurostat, 2018
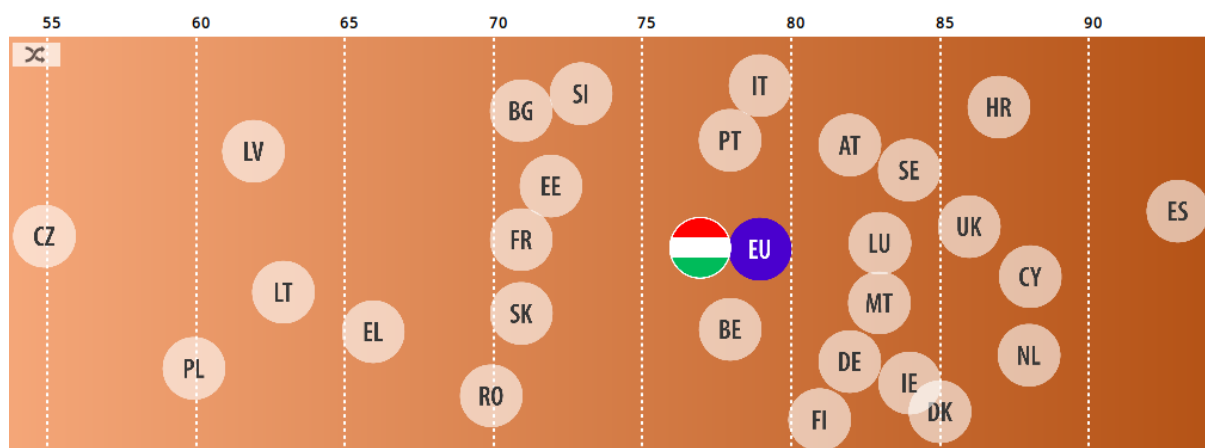
Figure 15: „Mobile internet users" - the rate of people who have accessed the Internet over the past 3 months using mobile phones.
Source: Eurostat, 2018

Hungary is not at the highest level, nor the lowest. In the report on the digital evolution of Europe, the country profile of Hungary is based on the country's digital evolution and the complex indicator system for the social, governmental

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[8] The source of data is Eurostat's Digital Economy & Society in the EU, 2018 edition yearbook. Available: http://ec.europa.eu/eurostat/cache/infographs/ict/2018/index.html

and economic embeddedness of digital technologies, which is less favorable than the previous one. Hungary is among the poor performing countries:
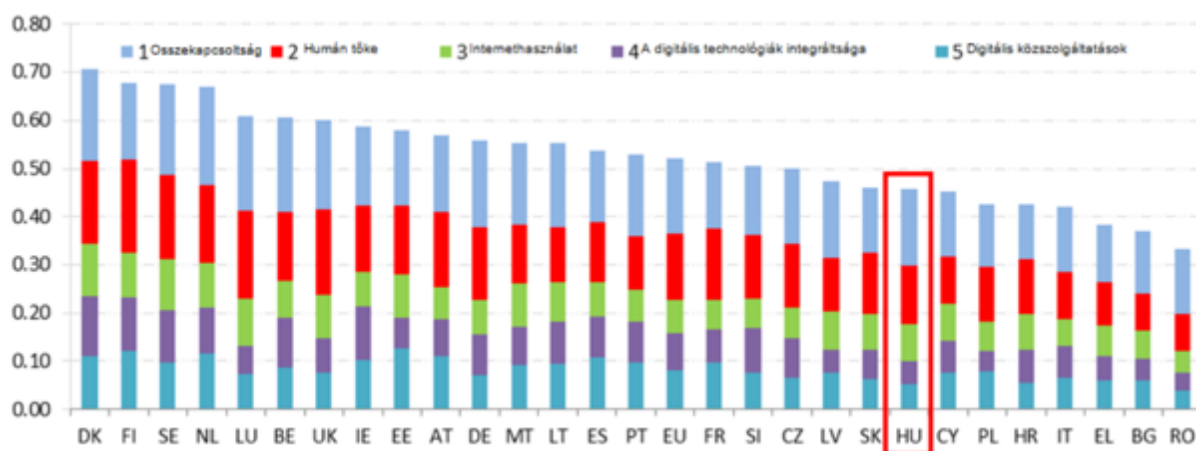
Figure 16: Digital Economy and Society Indicator (DESI) - 2017 Rankings
Source: https://ec.europa.eu/digital-single-market/en/scoreboard/hungary

The report indicates that the business sector does not use digital technology as much as other countries. In addition, despite the slight improvements in the electronic delivery of public services, Hungary has ranked 27th in the list. Moreover, in terms of several key indicators, the country has deteriorated in absolute and / or relative terms as compared to the previous year.
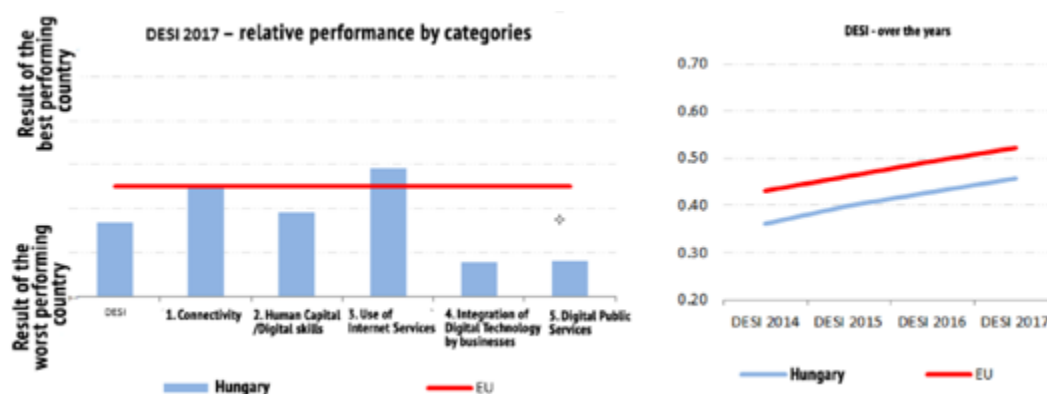
Figure 17: DESI in Hungary and the EU
Source: https://ec.europa.eu/digital-single-market/en/scoreboard/hungary

Based on EU data, this also affects the performance of companies on the Internet. The proportion of companies with online sales and the share of web sales within the total turnover of companies are below the EU average:

Figure 18: Businesses with e-sales in % of businesses, 2017
Source: Eurostat, 2017[9]

Figure 19: Turnover from web sales in % of total turnover, 2017
Source: Eurostat, 2017[9]

At the same time, the use of social media in the EU environment is absolutely outstanding:
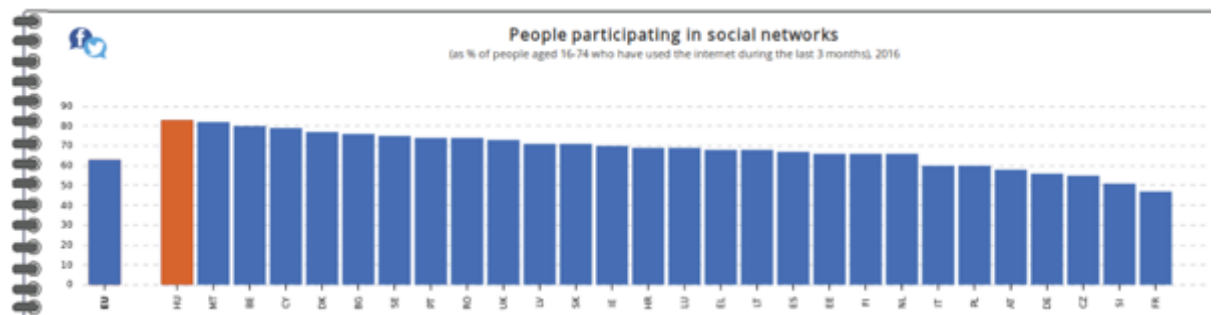
Figure 20: People participating in social network in % of people that used the internet over the last 3 months, 2016
Source: Eurostat, 2017[9]

This statement, with another data, tells more about domestic users. In Hungary, only a few of the world's most popular social media sites have been able to recruit significant hundreds of thousands of users in the country (Facebook, YouTube, Snapchat, and Instagram). Major players in the world are missing from the palette,

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[9] http://ec.europa.eu/eurostat/web/products-eurostat-news/-/DDN-20170713-1

such as Twitter. Yet, those social media sites that are present know a significant proportion of the country's population among their users. On Facebook, for example, 54.15% of Hungarians were registered according to 2017 data.

According to Hagh and Holló (2017), the proportion of entrepreneurial forms in the Hungarian economy corresponds to the EU average, while the SME sector employs slightly more than average employees (especially micro-enterprises). Large enterprises are better off in value added to the economy as a whole. The two data suggest that smaller firms are less able to employ employees than the average.

	Number of businesses			Number of employees			Value added		
	Hungary		EU-28	Hungary		EU-28	Hungary		EU-28
	Quantity	Ratio	Sum	Quantity	Ratio	Sum	Quantity	Ratio	Sum
Micro business	478 021	94,2%	92,7%	847 890	34,6%	29,2%	9	18,7%	21,1%
Small business	24 617	4,9%	6,1%	461 790	18,8%	20,4%	8	16,1%	18,2%
Medium business	4 039	0,8%	1,0%	400 148	16,3%	17,3%	9	18,8%	18,5%
SME	506 677	99,8%	99,8%	1 709 918	69,8%	66,9%	26	53,6%	57,8%
Large corporations	867	0,2%	0,2%	741 405	30,2%	33,1%	23	46,4%	42,2%
Sum	507 544	100,0%	100,0%	2 451 323	100,0%	100,0%	49	100,0%	100,0%

Figure 21: Basic figures of Hungarian and EU-28 SMEs
Source: Hágen-Holló (2017), pp.2.

There are other consequences of having a significant share of SMEs throughout the economy. This sector is typically less capital-intensive, has fewer financial and other resources. Therefore, it is less able to invest in marketing innovations than social media.

Large companies also cover something else than Western countries. There are few centers in Hungary, typically assembly workshops and shared service centers in the country. This also means that real decision-makers are sitting in foreign centers. The only task of Hungarian management is to complete the strategic decisions that are made in foreign countries. Larger marketing developments are concentrated on their leading markets, so the Hungarian marketing community can follow the trends of more developed countries with a backlog of years. This is also indicated by Szerb (2017) in his research, which states that domestic enterprises should focus on strengthening the relationship with customers and innovation in order to improve their competitive position.

Finally, it is worth highlighting that other small countries are different. It was visible in the EU comparison above that smaller countries such as Finland, Estonia or Ireland significantly anticipated Hungary's technological advances and socio-economic embedded technology solutions. Ireland has been able to attract the European headquarters of several US IT companies to their country's favorable position and social conditions (e.g. use of English, taxation systems, etc.).

III. Empirical Research

1. Research Method

1.1. The aim of the research

Based on the review of the literature in the previous chapter, the aim of this thesis is to provide a deeper insight into the organizational processes that have been forced by social media. The focus of the study is the marketing organization and its partners within and outside the company who, in order to achieve common value creation (e.g. organizational marketing goals), implement a coordinated strategy. To explore these complex and above-discussed interdependent factors, the dissertation discusses this topic through several pages using a mixed methodology.

The main research question of the dissertation are the organizational changes that companies in the Hungarian market are following, induced by the social media, especially the advertising industry.

The research is linked to previous scientific works at many points, mainly through social media marketing and organizational theories. The aim is to build on the basics of literary synthesis in the theoretical review to at least partially fill the previously identified literature gap. Furthermore, to contribute to a more accurate understanding of the ecosystem-like functioning of marketing organizations in this direction. Another scientific goal is to map out the disruptive effects of social media from an organizational point of view.

The research also provides useful lessons for practitioners, helps corporate decision-making by reducing the uncertainty in the subject, and exploring points of interest that can help in the complex process of transforming working organizations.

In line with the above-described objectives of the research, several research questions have been formulated, which are described in details in the next chapter. This dissertation - by its theme – is an exploratory research. Concerning the

research questions, accordingly, there were no expectations in the dissertation. The aim of the dissertation was not to hypothesize with quantitative means.

1.2. Research questions

The conceptual framework of the dissertation can be outlined along the theoretical nodes outlined in the literature review as follows:
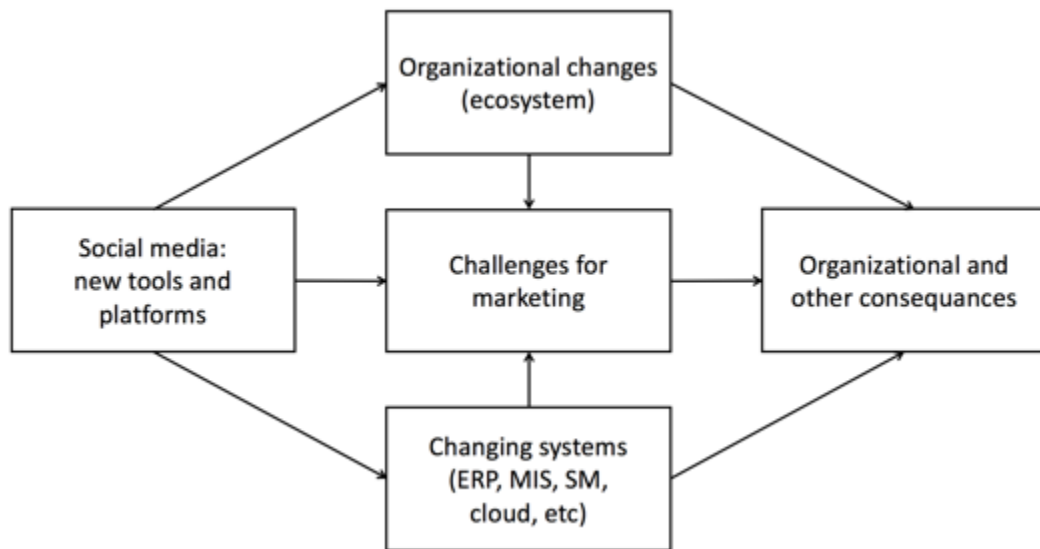
Figure 22: The conceptual framework of the research
Source: own elaboration

Based on the literature review and this conceptual framework, the aim of the empirical research is to answer the following questions:

RQ1. What adaptation strategy do marketing organizations respond to the environmental challenge posed by the emergence and spread of social media?

Based on the literature review, the emergence of social media has fundamentally transformed the relationship between companies and consumers (O'Reilly, 2005, Kaplan-Haenlein, 2010; Dahl, 2018; etc) and the nature of communication between them (e.g. Mangold-Faulds, 2009; Markos-Kujbus, 2016). These are traditionally corporate tasks that are managed by marketing organization. An overview of previous research has revealed 8 business areas that are directly under the direction of marketing or are affected by this department - and which are directly affected by social media (see Table 7). It is already evident from this that

transformation affects both the position and outside relationships of the marketing department within the organization (Murthy, 2014), to varying degrees and different directions. It can be stated that social media differs radically from traditional media in many aspects (see Table 17 Hoffman-Fodor, 2010).

It is likely that there is a significant difference between the individual companies in the responses. The purpose of the research is to explore these differences but not to outline a complete and comprehensive picture. Apart from industry differences, the company's size, ownership structure, position in competition, and other features on the market may also affect the responses given by companies.

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

The social phenomenon of social media arises from the IT field but it has become far beyond its effects (Constantinides-Fountain, 2008). It is a decentralized model where the complexity of network nodes has increased (White, 2012). Due to the IT background of social networks, it is a clever idea to approach the problem from management information systems. When introducing ERP / MIS systems (around the '80s), significant organizational knowledge and experience accumulated in the introduction of IT systems (Dedrick et al., 2003; Henderson-Venkatramn, 1993; Hong-Kim, 2002; However, there are significant differences between the "traditional" IT systems and the corporate social media application (Table 15)

Studies of changes in the structure of marketing departments and their relationship with external actors from the organization theoretical literature mark the basic standpoints. (Bauer-Berács, 2016, Antal, 2006). Social media can be considered as an environmental element - this approach does not explain the dynamic process of social media accumulation and dissemination. Moreover, it explains only partly how and why the advertising industry is transforming this new channel.

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

Marketing Capabilities in the analysis of Vorhies and Morgan (2008) can provide a competitive advantage in all areas of corporate marketing tasks and activities.

Preliminary research also found that skills development can be achieved through organizational learning (Liu-Ko, 2012; Easterby-Smith-Prieto, 2008).

If we look at the functioning of the marketing department of companies before and after social media, it is clear that they had to have a certain "set" of these capabilities before the time of social media. There is a need for some changes to be made in the different community platforms in order to implement their strategy (Table 15).

The question can be examined at managerial and operational level, as the question may arise what are those (new / old) management skills that are essential to keep the company in the altered environment?

The Mintzberg School follows the principles of traditional corporate organization. Where the boundaries of the company can be clearly drawn, the structure is a feature of the partnership between the company and not the joint value proposition (Olson et al., 2005). Research in the subject and the literature clearly points out the fact that there is more. For more than two decades, more and more authors have described corporate operations with biology-derived ecosystem terminology (Iansiti-Levien, 2004, Adner, 2017, West-Wood 2013, etc.).

RQ4. How did the implementation of social media transform the knowledge an competency needs of a marketing organization?

Organizational learning and learning organization are two concepts that can explain these. The cyclical model of Argote (2012) not only establishes a relationship between the corporate knowledge base and the environment of the organization, yet, it also provides a kind of explanation for the reaction of the learning process to its environment and its transformation.

Based on the literature, social media can be accessed as disruptive innovation, which has been rearranged in many industries (Pegoraro, 2014; Ghezzi et al., 2016; Flew, 2017; Anderson, 2016). This approach may affect different areas of marketing: communication, sales, market research, etc.

It can be assumed that this transformation in the advertising industry is stagnant and its effects on labor demand thus can be detected in job advertisements. The effect of disruptive innovation must be visible at least in two points:

- In the growth of demand for certain skills, abilities and knowledge, while at the same time reduction of demand for other skills, abilities and knowledge.
- Within industries: a large increase in demand in some sectors / companies and a reduction / disappearance of other competitors.

Although it can be seen how widespread changes have been induced by social media, preventive research has only partially addressed the organizational implications of this transformation (Leeflang et al., 2014, Choi-Thoeni, 2016). In recent years, the structure and operation of marketing departments have also become apparent that organizational boundaries are blurry in ecosystem-like form. With the aim of common value creation the role of external (non-affiliate) partners has become more significant and that these changes have been induced or strengthened by social media.

1.3. 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 approaches:

Viewpoint	Qualitative research	Quantitative research
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 expectation	Objectivity is a requirement

Viewpoint	Qualitative research	Quantitative research
subjectivity		
Results	Unique, specialized results are less generalizable	Generic conclusions that can be applied to another pattern
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 19: Comparison of qualitative and quantitative research
Source: Sayre, 2001, Johnson-Christensen, 2008, p.34., Lichtman, 2006, p7-8.

The comparative table shows that on the one hand, quantitative research and approaches can be applied in the most appropriate way to research questions where hypotheses can be set up, the subject can be more delimited, more exact - perhaps in the literature. The qualitative approach, on the other hand, builds on inductive logic and builds on social science methodologies where it is permissible, and even desirable, to have multiple realities. Moreover, the focus of the research is on interaction. It is important to point out that, from a scientific point of view, none of the approaches can be called "higher ranked" or more

desirable. Different phenomena requires a different approach and a worldview. In selecting the research methodology, the most important task is to select the most passive methodology in the knowledge of the research problem.

The results of scientific research are usually evaluated along three main criteria, which is basically defined by the chosen methodology – see in the following table:

Viewpoint	Short explanation	Qualitative research	Quantitative research
Reliability	Repeating the research under the same conditions will result in the same result	Poor point (due to observation, subjectivity and context dependency)	Strength
Validity	Research really measures what we wanted	Its strength (the researcher seeks holistic approaches to explore as deeply as possible and to understand the phenomenon as much as possible)	Weakness
Generalizability	The results of the research are beyond the research context	It is not a probability but a theoretical model with little or no generalizable results	It depends on the representativeness of the sample, in case of probabilistic sampling it is strong

Table 20: Comparison of qualitative and quantitative research for reliability, validity and generalizability
Source: Starta, 2011

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.

Mixed methodology approach seemed to be the best way to examine this phenomenon. This means that both qualitative and quantitative tools are used. 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) draws 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 23: Parallel transformative research design.
Source: Cresswell-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:

Sampling	Aim
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 21: Typology of sampling strategies in qualitative research
Source: Miles-Huberman, 1994, p. 28th

1.4. Research Design

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 stages, combining qualitative and quantitative elements:

Research part	Methodology	Research description
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 22: Stages of empirical research
Source: own elaboration

Some research methods can help answer the research questions formulated and described earlier.

Research question	In-depth interview with experts	Job ad DB analysis	Content analysis of company reports
RQ1. What adaptation strategy do marketing organizations respond to the environmental challenge posed by the emergence and spread of social media?	Priority	Not a goal	Priority

RQ2. What types of challenges do marketing teams have to face in the implementation of social media in the Hungarian market?	Goal	Not a goal	Goal
RQ3. What kind of new marketing skills do companies need to acquire for a successful implementation of social media?	Goal	Goal	Goal
RQ4. How did the implementation of social media transform the knowledge an competency needs of a marketing organization?	Goal	Goal	Goal

Table 23: Research questions and reserach stages
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)

2. 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.

The (anonymized[10]) data of experts interviewed during the research were as follows:

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[10] During the conversation, the interviewees used critical tones, sometimes against their own employers. That is the reason why I decided to anonymize the names.

• H. Zs. Online Marketing Expert, Media Planner and Customer (4.5 Years of agency experience, 1.5 years of customer leadership experience)

• Ny. N. Media Designer and Buyer, Marketing Manager (7 years of agency experience, 2.5 years customer experience)

The following factors arose in the exploration:

Consumer	Company	Consumer-Company Relationship	Enterprise Ecosystem	Environment
Changing media usage patterns	Advertising budget: Strong control (cheaper vs. more expensive channels)	Change of Communication	Change in the role of agencies	The structural features of the Hungarian market.
	Advertising Goals		Agency: other aspects apart from professional content (e.g. dividend)	Domestic centers under the direction of the foreign HQ.
	Industry Specifics			Less developed market in connection with market development
	Measurement: Problems of Previous Metrics and Compatibility of Online Measurement			Conservative attitude in advertising (traditional channels dominate, e.g. TV)

3. First phase of research: professional depth interviews

A more accurate understanding of the situation was assisted by expert depth interviews based on the edifications from the literature. In the first phase of the research, 10 expert in-depth interviews were made with experienced marketers. The experts involved in the interview are actively involved in digital marketing tasks and / or projects. In addition to the involvement of the interviewees, the diversity of the industry was a main aim. Therefore, agency and corporate professionals were also included in the survey, which would provide a broader view of the industry's processes. This can be helpful in answering the question about the blurring of the external / internal borders of the organizations.

3.1. Data collection

During the data collection, 10 in-depth interviews were conducted. The professional experience and the industry background of the marketing experts involved in the survey are presented in the following table. The in-depth interviews took place in a semi-structured form, the interviews took place at the workplace of the respondents. (Refer to the interviews guide ...). The duration of the interviews was between 50 and 110 minutes. This time was enough for the interviewees to make their point of views and share their experience with the interviewer. With the consent of the experts, a voice recording of 9 interviews was made, which helped a further analysis. The professional depth interviews were made between August and November 2017.

Taking into consideration that the interviewees occasionally shared information that allow for an insight into the deeper functioning of companies, the information they provide has been used in anonymized form. In addition to the words quoted in the research, the interviewee's code refers to the respondent.

In the interviews the following marketing leaders were the respondents:

Code	Current position	Previous (relevant) professional experience
A	Brand and Communications Director (2 years) - Financial Services	• Regional Product Manager (1.5 years) - High-tech • Channel Marketing Manager (1 Year)

Code	Current position	Previous (relevant) professional experience
		– FMCG • Category Manager (4 years) - High-tech
B	Digital marketing and communications specialist (1 year) - B2B manufacturing company	• Territorial Representative (1.5 years) - B2B manufacturer
C	Marketing Communication Manager (4 years) - B2C provider	• Regional Digital Drivers (2 years) – FMCG • Regional Manager for Integrated Communication (2 years) – FMCG • Brand Manager (3 years) - FMCG
D	Executive Director, Media and Digital Communications Agency (1 year)	• Managing Director (3 years) - Online B2B and B2C service • President (7 years) - Advisory board • Managing Director (3 years) - Online Marketing Agency • Area Leader (6 years) - Online Marketing Agency
E	Marketing Manager (3 years) - FMCG	• Brand Group Manager (4 years) - FMCG
F	Marketing and Communications Manager, Digital Media Manager (2 years) - FMCG	• Business Director (7 years) - FMCG • Marketing Manager (7 years) - FMCG
G	Brand manager – FMCG	• N.A.
H	Brand and Communications Manager (3 years) - B2C provider	• Deputy Managing Director (3 years) - Creative Agency • Partner (1 year) - Brand Strategy Adviser • Managing Director (2 years) - Communication Advice
I	Co-owner (4 years) - Construction	▪ Project Sales Manager (10 years) - Construction
J	Communications Manager (3 years) - Communication Adviser	▪ Managing Director (10 years) - Book Publisher

Table 24: Interviewees of research phase 1
Source: own elaboration

Interviews were conducted in the first phase of the research. At this point in the research, the focus of research had not yet been clearly defined. In the interviews, besides organizational issues, a number of other issues have been discussed that discussed the relationship between company and social media. The answers given for these questions will be processed and evaluated in a separate study.

In the analysis of interviews, the main goal was to give an insight into what kind of adaptation strategy marketing organizations responds with to the environmental challenge. For instance, challenges driven from the appearance and spread of social media.

3.2. Analysis

Evaluation of current situation

All of the marketing managers involved in the interviews argued for the necessity to use social media for corporate use, but there were differences in the level of application:

- "Hygienic" factor: it represents the lowest possible level of usage, merely "*signaling to the customers that the company exists, lives.*" (A) "*We do it because it's good that we are there and it does not require a lot of energy investment*" (B);

- Usage along a specific goal: this can mean a customer service channel, sales support, brand building, and the shaping of brand-lovers into community;

- Strategic usage has only emerged as an option, and such level of commitment to community platforms has not been demonstrated by any of the companies under investigation: "*It may not be desirable to make social media one part of the marketing strategy. In my opinion, this also depends on the sector, the position of a classic FMCG company is difficult, and here, at the level of a product, it is also important to consider whether it is meaningful or not.*" (G) Several companies have indicated that this kind of usage of social media can be imagined in the future.

A common issue in the managers' assessment of the situation was that they explained with the financial benefits why the marketing budget on social media was increased year by year. In most responses, consumer concerns have also emerged: exploiting eWOM, insights into the lives of consumers, direct involvement in consumer conversation, "everyday life". "*One of the most effective ways to strengthen emotional attachment is to strengthen brand image. It is not*

negligible that we receive instant feedbacks from consumers that we can read from the numbers very accurately: we see how they react. The key to effective usage is to "get involved" in a meaningful way in their lives - their everyday life must be part of the brand. This can be ruined mostly if we repeat the brand's messages. We should do what interests people." (E)

Many people have seen community media in comparison with the existing ("traditional") channels. The media mentioned in the interviews and their results are summarized in the following table:

Media	Features that considered to be relevant by marketing executives
Radio	Potential uncertainty characterizes the market (F) Static, one-way (D) Brand name extension to online media (e.g. news portal format): rarely successful (J)
Newspaper	It has lost the nature of mass media, serving "niche" markets (e.g. women's cards, magazines, etc.) (F) Static, one-way (D) Brand name extension to online media (e.g. news portal format): rarely successful (J)
Television	Today's achievement is enormous, but the lower income class spend more time in front of it – they have no work, no influence, less interest in marketing (C) "Still" mass media (F), but it is already worth to appear in the "niché" programs / broadcasts (C) Static, one-way (D)
Online Press	It has become schizophrenic: social media "swallows" the advertising income, but it also relies on it to gain more visitors (D)
Social Media	Consumer Penetration Peak (D) "Already" mass media (F) Advertisements have appeared that "behave" completely as if they were television advertisements (F)

	Accurate measurement (C, E, I) People can also report their relationship to advertising through the channel (D)

The table clearly shows that the basic attitude among the respondents was positive for social media usage for marketing purposes. While in the case of traditional media, it is more likely to be reduced or changed (as it is confirmed by the Advertising Association's announcement).

Several people talked about the unique features of the channel at the beginning of the interview, highlighting more accurate targeting and better metering options. Yet, perhaps the fears of industry leaders are also shown by the fact that without a separate question, more people have expressed their negative concerns. "*We have experienced, we can see that the negative news can spread rapidly. A threat from a complainant client is enough for this. I see in many places that marketers are afraid that the company may become a negative spiral*" (A). "*The consumer can become the representative of the brand. No doubt that this might be a positive side - but a strong negative feedback can completely reset the media and cause serious damage to the brand.*" (D)

Marketing tasks and competences

All the interviewees said that the integration of social media into marketing tasks has greatly increased the number of tasks of marketing organizations. *"It has changed everything. In the past, the process was much shorter: creative materials were created based on communication ideas - with or without an agent – in practically 1 to 2 weeks and our work was done. Now the beginning of the process is the same but much more work is done than before*" (C).

They reported new tasks such as monitoring social conversations (social listening), intensive collaboration with influencers, tracking competitor activities, and analysis (big data). Yet, the number of existing tasks is growing: "*We work on 3 posts a week on Facebook. Producing a single piece of content is nothing less than creating a Citylight or a giant poster*"(E). And while the task is the same or

even more than before, the "lifetime" of the works can be measured in hours or maximum in days. (E, C, H)

Continuous monitoring (comments, responses, etc.) also requires continuous readiness from the companies because the availability of real-time campaign data is a major pressure on the marketing department to intervene as quickly as possible if the processes are not in a favorable direction. "*In TV advertisements, if someone makes a mistake, they can stop the campaign in 1-2 days and still have time to think about how to go on. Now, if a crocked campaign sweeps through the internet, generating indignation, we have 1-2 hours to figure out how to react, what kind of communication we give, -etc.*" (I)

The increasing volume of channels (e.g. different social networks) means that the same content must be "produced" in several different packages. "*Previously, with a completed television material the task ended up, we might have supported it with billboards or magazine ads. Now we have to produce video material in 5-6 different formats. The future brand manager is an excellent content editor who can efficiently organize a team from journalists, graphic editors, video cutters, cameramen, etc. One content has to be produced in a variety of ways*"(A). Due to the nature of the social media, different contents should be produced not only by different channels but within channels and within a target group. This process further increases the number of variations in content:

	Target 1	Target 2	...	Target group -n
SM application 1				
SM application 2				
...				
SM application n				

As the tasks are transformed, other types of employee competencies are needed. The following table summarizes the requirements for workers mentioned in the interviews:

Emotional attitudes	Marketing skills, readiness	Other professional skills
Openness, curious attitude, good contact skills, "human knowledge"	Creative competencies: graphic skills, video editing, text writing	Good communication skill
Careful attention to details	Content control and content editing (supervision)	Quantitative, mathematical-statistical knowledge ("data-driven" operation)

Table 26: Requirements regarding the employees
Source: own elaboration

"*We need people in the marketing department who are driven by constant curiosity who think like "I do not know a lot of things, but I want to know." They need to be interested in human relationships. A significant part of the marketing tasks in the social media means communication or the examination of human reactions. Those who are not able to make any contacts, will not be good employees.*" (H)

The list of required skills depends on the industry, the company's position, the type of the usage of social media, its level and goals, and the external resources that can be requested by the company (e.g. agency relationship). "*There are very different situations. For example, if the company wants to make everything on its own, it is important to employ people from perception of customer signals, through production until auditing and feedback gathering. In other cases, it's enough to do just the implementation of the "seeding plan", everything else is done through agency partners*" (C)

Organizational transformation

In the organizational transformation, most of the respondents thought about the question "to keep in house or outsource." This is an area that is still emerging, where practitioners have experienced a diversity of opinions, suggesting a lack of thoroughgoing solutions. Some people talked about it: "There is still no solution how to handle social media. It serves two purposes: we share content and it functions as a customer service channel. These are very different uses, which the company must handle separately, so that customers do not make this distinction." (A)

The following figure summarizes the description of the marketing managers who were interviewed. It shows a possible example of how the required information for the provision of social media functions in companies with a separate social media department.
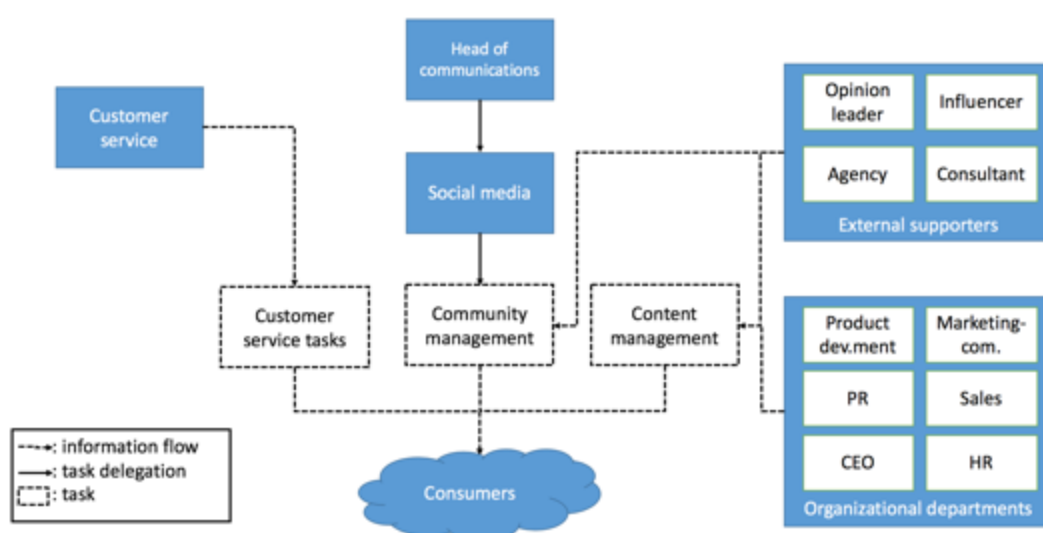
Figure 24: A possible organizational chart
Source: own elaboration

Apart from the restructuring of the organizational structure, the issue of organizational culture was also discussed several times. Some of the marketing managers found this a key issue to success in social media: "*We can do much better campaigns if we approach this medium with a kind of attitude that is common with social media*." (A)

Three levels of formal organizational learning were identified among the surveyed companies, in those firms that decided to build knowledge inside the organization rather than buying it (e.g. agencies, consultants): we received reports on individual, group and organizational learning processes. Among the surveyed companies, there was example for "learning" social media at an even higher level (e.g. along the value chain or in the context of external formal education, etc.).

- Individual level: It was visible in a sample at a company (B). Here, a single employee, with personal enthusiasm, dealt with social media. He did not share the collected experiences with anyone in any form. He received minimal support from the company (He spent 10% of his time on social media). In the day-to-day operation of the company, social media is an "interesting" but not a determining factor in any aspects. They did not have a formalized social media strategy.

- Group level: social media was dealt with by a well-defined organizational unit, they shared experience firstly in informal conversations and in a lesser extent formalized form (e.g. best practice collection, historical retrospective data extracted from social media applications, etc.).

- Organizational level: using social media and sharing knowledge has been dealt with not only by a team, but by several organizational units. Organizational dissemination, informal conversations, formalized knowledge gathering and internal training served the knowledge sharing. (C, E, F, H)

Using the model of Argote (2012), based on the information gained from the professional in-depth interviews it seems that the organizational learning of social media is still half-sided:
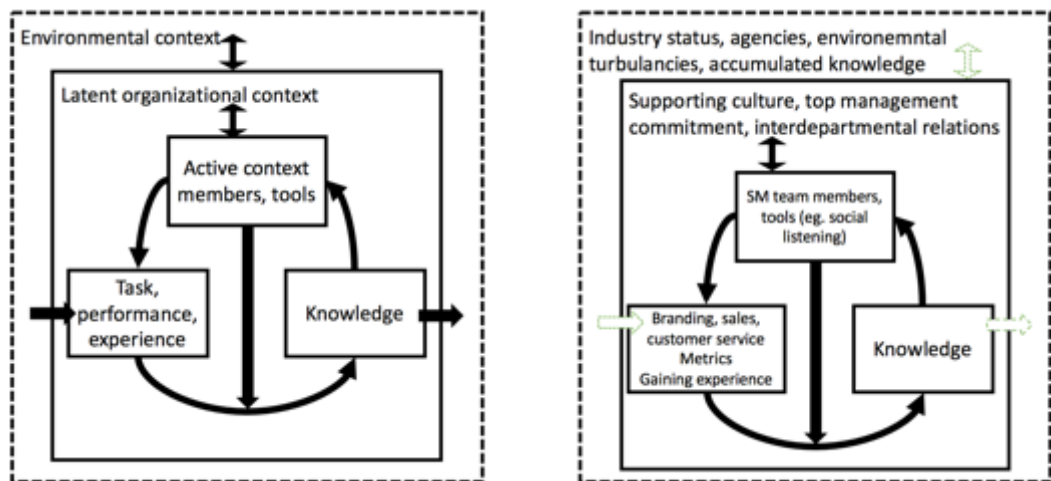
Figure 25: Organizational learning and social media
Source: own elaboration

The biggest gap in this research can be seen in the processes between the environment and the company. Based on the interviewees' reports, there is an image where this kind of outreach and feedback process takes place mostly through the fluctuation of employees (by subtracting them), partly through the use of joint projects and agencies. There were several respondents who did not see the use of agencies in sub-areas (e.g. customer service) or in the whole community of social media marketing.

Expectations

Although the research did not focus on forecasting, almost all respondents expressed some expectations about the future. While the social media appear to be characterized by opaque conditions in many aspects, company decisions are characterized by uncertainties and lack of information. The leaders have optimistic predictions in connection with this area in the future: "*Unquestionable: this is the way of the future*" (I). The differences between the viewpoints were visible only on the "time-horizon" and on the "boldness" of statements.

"*Social media today is versatile, in the future it will be perfect for everything: from raising awareness to promotion, from traffic management to sales*" (G). "*We are heading in a way that social media will inevitably be the most important factor for marketing*" (A). In the light of the previous (and later discussed)

research results, this foreshadows big changes in tasks, structure and other factors of the marketing organizations.

3.3. Conclusions

The first phase of the research was partly aimed at finalizing the research focus. Moreover, the information obtained through the professional interviews helped to understand the current situation with the use of social media (situation survey). Furthermore, it helped to understand the strategic response of companies in a changed environment through social media. Finally, it also gave us an insight into expectations.

The most important aspects of the depth interviews and the conclusions drawn from them are listed in the table below:

Aspect	Conclusions, major research findings
Evaluation of the situation	Companies consider social media as a hygienic factor, and is a tool to perform certain tasks elsewhere Other (traditional) media outcomes are generally unfavorable, social media expectations are highly positive
Marketing tasks and competences	The role of marketing organizations has changed significantly in at least three points: (1) the amount of advertising material increases; (2) tracking the already started campaigns will require a serious investment in energy; (3) By increasing the number of channels, creative material for each campaign must be made in more variations Due to the changing tasks and increasing workload, the size of marketing organizations is growing, new skills and knowledge have become necessary
Organizational transformation	It is unclear to organizations how to transform their own operations and organizational structure. It is a challenging task to distribute tasks within the organization or to involve

Aspect	Conclusions, major research findings
	external partners
Organizational learning, learning organization	The collection of knowledge within the company has already started, but the flow of knowledge between companies has not yet been fully developed
Expectations	The interviewed leaders considered social media as a medium of the future. The unquestionable benefits of marketing platforms (more accurate targeting, measurement, etc.) and the current cost advantage of social media are predicting an increase in advertising activity.

Table 27: Key considerations during deep interviews
Source: own elaboration

4. Second phase of research: analysis of project work

The students of the Corvinus University MA program took part in the research. Their task, which was part of the mid-term evaluation of the Marketing Management course, they had to do a research with a company they knew (preferably the company they were working at). For the research, a detailed guidebook and the viewpoints were provided to examine how social media transformed the organization's marketing department and marketing responsibilities.

Students had access to a number of academic articles which helped them to get to know the subject more closely. The primary task of the students was to collect data and information about the companies they knew. I have analyzed and interpreted the collected data set in this dissertation.

4.1. Data collection

The data was collected and the research reports were prepared in the spring semester of 2017-18 (February-May 2018). The deadline for submission of the

thesis was 11 May 2018. A total of 25 students submitted their thesis in time. Two papers had to be excluded because of the students' privacy request, and 8 more works had to be omitted because of the low level of collected data. Thus, a total of 15 papers were analyzed, whose data is shown in the table below:

Code	Industry	Background	Personal experience	Type of research
A	Telecommunications	Multinational	yes	3 depth interviews
B	Guidance	Multinational	yes	no
C	Finance	Domestic Company	yes	no
D	Public utility	Hungarian State	yes	1 depth interview
E	Guidance	Home SME	yes	2 depth interviews
F	High tech	Multinational	yes	1 depth interview
G	-	-	-	Literature analysis
H	Finance	Multinational	yes	3 depth interviews
I	B2B Trade	Home SME	yes	no
J	Telecommunication	Multinational	yes	no
K	Logistics Provider	Multinational	yes	1 depth interview
L	B2C Provider	Home SME	yes	no
M	B2C Provider	Home SME	yes	1 depth interview
N	FMCG	Multinational	yes	1 depth interview
O	Marketing Agency	Home SME	No	1 depth interview

Table 28: Overview of corporate case studies
Source: own elaboration

The main purpose of the analysis was to provide an understanding what kind of adaptation strategy marketing organizations use to respond to the environmental challenges given by the emergence and spread of social media.

4.2. Analysis

The research guideline for the students included different aspects of changes by social media, which are covered in the following table:

Organizational Factors	Skills	Inter-organizational factors	Other (environmental) factors
Culture	General skills	Disruptive innovation	Environmental impacts and factors
Strategy	Management skills	Ecosystem-like operation	
Structure	Knowledge transfer		
Marketing role and responsibilities	Use of social media devices		

Table 29: Criteria for the case studies
Source: own elaboration

Drivers of transformation

In addition to the factors listed above, another interesting aspect has appeared in several works, which can serve as a kind of "introduction" to the topic. Students, based on their own corporate experiences and on the advice of experts interviewed by them, have presented several factors that encourage companies to use social media. These "drivers" can be classified into different groups, such as:

- Innovative and effective tools for achieving technological opportunities and reaching new consumers. "*The demand arose 50 years ago, that we can reach consumers efficiently through advertisements that are interesting, multiscreening, big data and technological advances are now fully feasible. Companies can choose from a wide range of tools.*"(A)
- Pressure from higher levels of the company (e.g. foreign HQ): "*Some of the decisions are not made here, and the Hungarian team does not decide what they use the money for. In the resulting directives, social media has been a top priority for years.*"(O)
- More effective and accurate measurement options.
- Cost Advantage

The list above also shows that it is a complex process. Companies are pressured on many sides to become active participants and actors of social media. Only a single factor has emerged from the papers, which is counteracted: the lack of

organizational capability. "*The former leader could see his tasks without knowing the latest digital trends*." (B)

Organizational Factors

The results of the research in line with the literature, show that the role and the organizational position of the marketing, and its connections within the organization are all changing with the rise of social media. The examination of organizational factors is divided into four distinct areas: the organizational culture, strategy, structure, and the role of marketing within the organization.

Organizational Structure and Functions

Based on the answers to the questions about positions within the marketing organization, we can outline how the position of the area has changed in the companies involved in the research. (B) This is visible as the student described in more details the pre-DSMM and the present situation:

	Previously	**Now**
Number of marketing department	5 people	15 people
Main Goal	"Making nice presentations", administrative tasks	Strategic role
Means of operation	Offline	Offline and online
Leader	Old-fashioned, "offline"	Possess digital competencies
IT tool used as work equipment	MS Office package	New technologies, social media applications
In-house assessment of a marketing department	Support Function	Business Promotion Function

Table 30: The transformation of the marketing organization in case study B
Source: own elaboration

It is not common to show a change in such a sizeable dimension. Yet, the fact that the table above is dealing with a multinational company employing tens of thousands of people around the world and hundreds of thousands of workers worldwide, suggests that this phenomenon is not extraordinary. The marketing organization expanded in other reports as well. "*The number of employees in the online marketing team has grown over the years, as the focus has been placed more and more on this activity.*" (J) Furthermore, the "reputation" within the organization: "*Measuring needs new capabilities and a new person with which the department has in many cases taken an advisory role from the position of the server.*"(N)

Organizations could first give different responses to the changed situations arising out of the online, then social media coverage:

- Transforming existing structure: "*marketing has become a more flexible and efficient operation*" (D)
- Creation of new organizational units: "*A new group has been set up within the directorate, whose main aim is to map and innovate industry-related innovations. The formation of the organization played an important role in keeping the "COMPANYNAME" up to date with the knowledge of new technologies*"(C)
- Outsourcing tasks to external service providers, agencies (even at a strategic level): "*The COMPANYNAME has entrusted a consulting firm for marketing strategy and communication tools and methods*" (J)

Social media has reorganized not only the organizational structure but also the relationship between the various sub-units. Marketing departments can take over the tasks of other organizational units. The relationship with the foreign center is changed and agency resources are utilized for a broader range of tasks.

In the new situation, many companies have faced the lack of "best practice" scenarios and there are no responses: "*openness is essential to novelties, we must*

try a wide range of tools and solutions." (E) This, as described below, is fully in line with the requirements of the leader of a marketing organization.

There are different trends in the marketing department's position within the organization based on the questions and student reports. In a nutshell, here are these guidelines:

- Marketing tasks are disseminated in the organization (other departments also perform tasks that traditionally are the tasks of the marketing organizations). The potential of social media was not only noticed by marketing departments, but also by other organizational units (e.g. HR department - recruitment) and other departments are involved in performing related tasks (e.g. IT).

  Student research suggests that this process is supported by assistance from the marketing department: "*Tasks that were done by HR Department have now been complemented with marketing elements. For example, recruiting videos for the counseling or the audit department were cut by marketing and graphic help. The work was eventually turned into social media with the aim of showing an image of a modern, youthful company about the COMPANYNAME and attracting as many potential employees as possible.*"(B)

- The marketing department establishes a close working relationship with other organizational units, which was not previously known. "*Digitization requires closer cooperation with the IT department. In the case of a larger volume project, the marketing department is not only involved in local, but often regional or global IT specialists*" (C)

  The role of marketing is growing, its function is expanded, and its perception of the organization is changing positively: "*The position of marketing department within the organization has changed, different sales areas have created online units*" (H); "*DSMM marketing is becoming a strategic area. The central marketing team, created a few years ago, was the first step. In this year, one of the major goals is to increase sales on online sites across the EU.*" (F) The opposite situation was observed in companies where the Hungarian marketing team as a subordinate of the foreign HQ is merely an executive / supervisor of the decisions.

It can be seen that the expansion of marketing departments is carried out by various organizational structures. This is also necessary because not only the number of employees, but also the number and types of tasks performed, have been reported by the companies involved in the research. "*Before the launch of DSMM, the marketing activity of COMPANYNAME was essentially negligible, the company focused on its operation, the consumer's orientation was made up of a flawless service, and communication was not part of it. As a consequence, we had to expand the marketing department.*"(D)

Some of the new marketing tasks in the research reports have been discussed in more details (N), (H), (B):

New Task	Which "traditional" area does it resemble to?	Most important differences compared to the "traditional" area
Continuous content production, -service	PR	Accelerated work Increased workload In addition to textual elements, visual and video content plays a major role
Involvement of "Influencers" in marketing activity	Usage of stars and brand names	Many minor access influencers instead of 1-1 big-accessed star Stars: professional, experienced external contractors. Influencers: "enthusiastic amateurs" Stars: Payment in cash, influencer: payment in product packages
Online measurement	Conventional measurement	Data Service: usage of our own data instead of external measurements Continuous measurement instead of occasional measurement (data updating in real time) More accurate tracking of personal

		characteristics of consumers Comparing new data with information from traditional channels means a separate task.

Table 31: The new tasks of marketing organizations
Source: own elaboration

However, new types of tasks have also emerged, which cannot be matched by previous experience: online community management, maintenance, management and presentation of large volume data.

In a number of research reports, a negative consequence of organizational transformation is the rise of internal conflicts. Several reports have been received, suggesting that the online world's involvement in business processes was not smooth everywhere. The intensity of this conflict is diverse from the outsourcing of a single department to the disharmony within an organization: "the management of the online team did not work directly with the marketing director, but worked in parallel." (J) "The leader of online marketing says that there is a lot of conflicts, which comes from the fact that the online team is more modern. The tasks must be presented to the marketing department who works with simple creatives only." (H)

Organizational culture

It is an interesting fact in connection with the research that one of the most discussed parts of the research report was exactly the aspects of social media in organizational culture, though they came in versions of some categories. It was reported that there was a change in culture and where it was not parallel to the introduction of DSMM tools. Where the culture was unchanged, there were several reasons for this:

- Due to the existing rigid rules: "*A large organization places greater emphasis on the protection of existing market positions. At the COMPANYNAME, the driving style is authoritarian ("we have what the boss says"), not like in other organizations that employees are involved in*

decision-making processes. This organizational culture is almost constant. However, environmental challenges may require the Company Name in this area to be renewed. The senior management strongly supports the view that such an organization cannot behave as an explorer in the protection of its domestic and international market position. It cannot be "creative", the guidelines of foreign HQ must be followed." (H)

- The corporate culture was open and supportive, favoring the "*spread of SM applications*" (M).

Many people have indicated that although culture has not changed, it would be necessary to change it, or the management would be concerned with this question: "*To improve the success of DSMM marketing, there is definitely a need for organizational culture change and more open way of thinking.*" (I) However, this is not a simple question, but it is also clear from reports that where it was attempted, there was a significant organizational resistance to this experiment: "*It was obvious that the culture and the" feeling of well-being "of business actors were moving in a more youthful and modern direction. This has been repeatedly misty and forceful.*" (J) The resistance of different organizational units can be different in intensity and direction: "*Business lines open up to varying degrees to the changes. The auditing business locks up the most.*" (B)

One of the consequences of a rigid, confused culture is that the company does not "understand" what "social media" is about: "*it uses social media surfaces to have a one-way communication with the consumer. It does not live with the opportunity to organize its colleagues and brand consumers into a community.*" (N)

Skills and competences

According to the literature (see Felix et al. (2015), Leeflang et al. (2014)), it is quite clear that social media presumes the presence of new marketing and other skills as a requirement for organizations. There were 3 major topics in the research that examined these altered skills:

- Skills within the organization, broken down separately: as general and managerial skills
- Skill and knowledge in connection with social media tools closely related to the subject
- Knowledge transfer that examines the transfer and sharing of skills

Skills within the organization

Of course, the changes mentioned above have been condensed at the marketing level. Marketing organizations need to employ workers with new skills, and existing knowledge should be used in new frameworks.

IT skills	Artistic skills	Marketing skills	Analytical skills
Search engine optimization PPC marketing Creating a database	Creative writing Graphics, video editing,	Social media marketing	Analytical software and applications (e.g. Google Analytics) "Big data" and data visualization

Table 32: Skills within the organization
Source: own elaboration

Based on the processed data, it is not clear in which organizational unit companies would use the new capabilities. There is, for example, an indication that the marketing department's employees expect IT skills: "Marketers have to work as IT professionals. The organization count on them in editing and compiling different online catalogs. Updating websites is also subject to their authority. They are expected to be able to handle various image editing and web interfaces." (I)

The changed situation requires new capabilities and the transformation of existing (old) capabilities. Based on the papers, the following challenges were identified in three groups (operational, IT, and measurement). These different types of skills are summarized in the following table:

Operational field		IT field		Marketing field	
Challenge	**Skills**	**Challenge**	**Skills**	**Challenge**	**Skills**
Data driven operation and development	• A new management approach	UX (User Experience Planning)	• Graphic skills • Programming • Web editing	Monitoring of Campaign Performance	• Statistical-analytical skills • Device knowledge (e.g. Google Analytics, Facebook insights)
Customer service	• Usage of Tools (e.g. online channels) • Communication style change	Integrating new payment methods (e.g. Apple Pay)	• IT "know-how"		
New advertiser thinking	• Time Management • "Managing thousands of sites, thousands of systems, thousands of formats" (D)				

Operational field		IT field		Marketing field	
Challenge	**Skills**	**Challenge**	**Skills**	**Challenge**	**Skills**
Sale	• Customer communication through social media				

Table 33: Organizational skills and challenges

Source: own elaboration

The table shows that the companies involved in the investigation approached the discussed challenge in two directions. It seems that they see IT problems first and foremost which they want to develop with the organization's IT skills, and with employing employees with engineering and quantitative skills. "*New expertise is needed: Marketing engineers or marketers with analytical skills are currently required. As a result, the marketing profession becomes more rational. At the same time, there is no change in operation: we can talk about a mixture of facts and intuitive intuition. The marketing basic points have not changed, the market will tell how the employees work.* "(H) "*In today's marketing teams, engineers, graphic designers and "data gurus" can easily get a job in this field*."(B)

The complexity of the measurement is indicated by the fact that, according to some reports, their compilation is carried out by a number of organizational departments: "*the business area makes the measurement requirements during the reporting process, the IT area creates the necessary data market, and the analysis compiles the business report.*" (C)

The other big area is communication, where changing expectations also appear in different places. The company is expecting a change in the style of communication from the customer service ("*new types of employee skills were specifically designed for customer service staff who had to be trained in the functionality of the electronic interface*" (D)) and from other department that are directly in touch with customers such as the sellers customer service (the sales team needed people who were able to respond to comments, questions and potentially attack messages "*according to the culture and values of the company and its reputation*" (J)).

According to the responses of the companies surveyed, companies are perceived as a change in consumer shopping decision: "*advertising in mass media and incentives for purchasing on the spot are no longer sufficient, the sales path has become much more complex*" (I). Many have formulated a list of expectations and skills in the changed circumstances against their leaders.
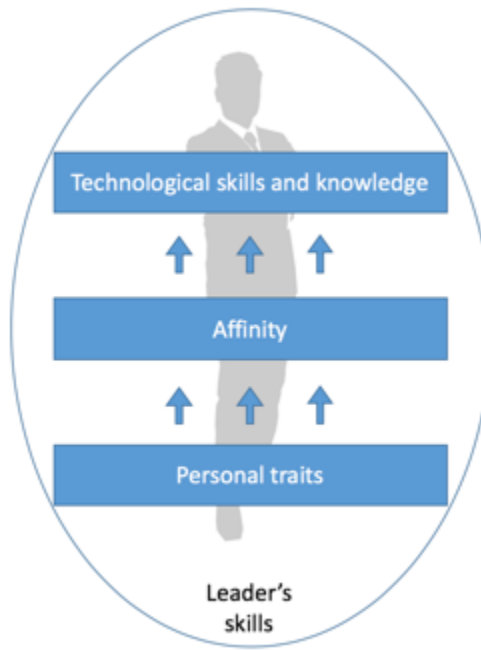
Figure 26: Leader's skills
Source: own elaboration

Two types of managers were investigated in the research reports: one can be defined as a general marketing manager whose tasks are related to digital domains. The other is a leader who is responsible for digital marketing. There are differences between the two, but now the results will be focused on the common points. Based on the reports, a picture of the expected leadership skills has been drawn up where basic personality traits as well as affinity for specific areas are manifested in the technological knowledge required by the leader. Personal management skills form the frame.

Although personality traits were not the subject of the research, in a number of reports these are crucial for a person to be able to lead a marketing team in constantly changing circumstances and external and internal environmental factors. All of the above-mentioned characteristics are linked to openness and optimistic worldview, which is likely to be related to environmental conditions: factors such as openness, ability to learn quickly, or to make the leader a "community man".

Speed, either in learning or in decision-making, was mentioned by most of the papers in some forms as a challenge or need for leaders. "*There was an example*

that only a few weeks were available to organize a new campaign. In such cases, there is a need for concerted rapid work where a lot depends on the coordination and decision-making capabilities of the leaders of each team." (J) This aspect also raises a topic that may be the focus of further research.

The accounts of personal affections show two directions:

- Technological openness and sensitivity ("*the leader should be present in the online space*", (H))
- Sensitivity to the needs of younger generations

Technological affinities and turning to younger generations can be a consequence of using social media tools in leading professional work. Most of the decision support systems are now able to receive and process data from social media. Yet, it is also important for the leader to be aware of the specific social media applications at least conceptually. It also needs both strategy development and day-to-day management and supervision of subordinates.

Leadership skills learned from the student research can be compared to the needs of a rapidly changing, dynamic, turbulent environment in the past. Factors such as flexibility, rapid response, project manager skills, analytical skills, or ability to adapt to environmental change have been mentioned.

Based on the facts mentioned above, the following figure can be supplemented by the factors identified in the research:
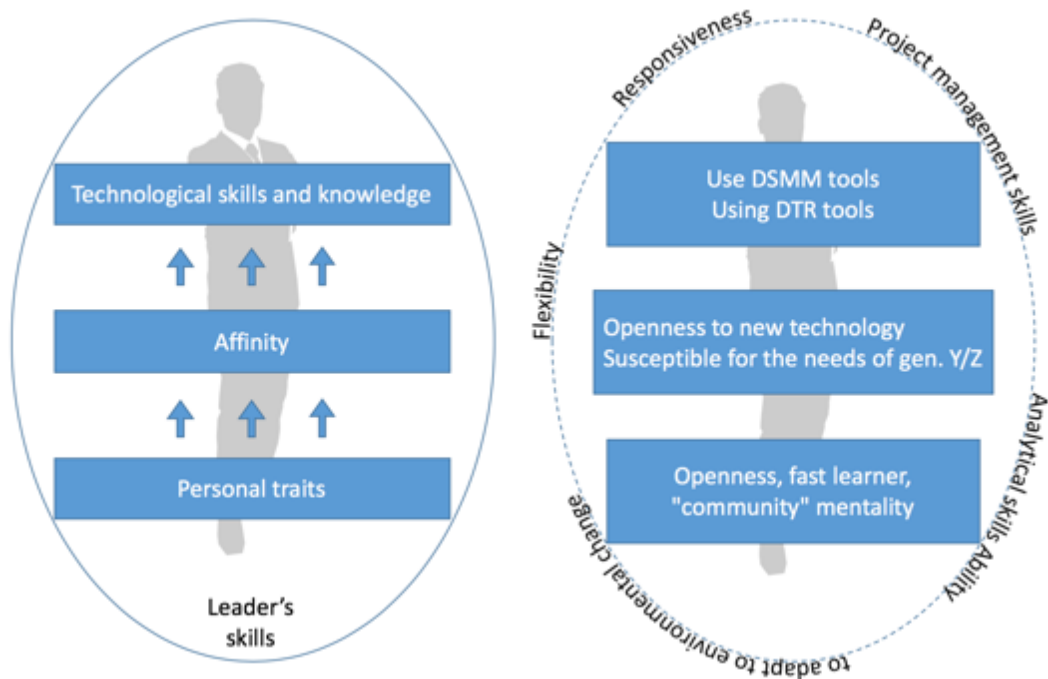
Figure 27: Transformation of leader's skills
Source: own elaboration

Finally, it is important to bring attention to an interesting but contradictory aspect. The research revealed that, unlike so far, there are companies where the expectations of digital skills have not yet come to a level of leadership. "*Digitalization is part of the company's management, through decision support systems - but in other ways it has not appeared, yet.*" (N) There are various reasons for this, such as the situation in the industry, the size of the company, the directive received from the foreign company, and the personal skills deficiencies of the marketing manager.

Skills and knowledge to use social media tools

With regard to the use of social media applications, the strategic ("what it is used for") and operational ("how to use") knowledge can be clearly distinguished. Interestingly, a "day-to-day practice" exercise does not necessarily characterize companies in this area: "*These platforms have been used by the company for years but has been around for a year with a consciously developed social media strategy.*" (B) This suggests that at the beginning, some parts of the companies did not attach strategic importance to the use of SM applications and that this situation is already changing.

An interesting picture emerged from the research reports of what departments within the companies, besides marketing, have access to community platforms and whether they use them actively:

- All employees of the company: "*There is a demand for this. Not only the members of the marketing team should use it, but everyone within the company should consciously manage these surfaces.*" (B) "*For a small company like COMPANYNAME, everyone works on the marketing field. In the age of social media, every employee represents the company with all the comments and photos of the company.*" (E)

- IT department: "*digitization requires closer cooperation with the IT department*" (B)

- HR: " *the current positions are available through social networking sites*" (J); "*HR promotes open positions through LinkedIn and draws the attention of employees to share these positions*" (A); "*Over time, a significant part of the recruitment process was also done through social media*" (L)

- Senior Leadership: "*The Company's first ad was given by the executive director on Facebook, during a team-building training on the company's bus. He decided locally that this tool has to be used by salespeople*"(K)

It is not surprising that social media sites serve other purposes than marketing communications. The issue of marketing measurement, which is practically covered by all research reports, seems to be particularly important. "*COMPANYNAME currently has five social media sites. With a specific strategy and KPIs, it plans how to reach the audience and with what kind of content.*" (B) Yet, most of them have come up with the difficulties, too: "*the high value of engagement ends in sales, but this is a measure of conversion, so it is difficult to calculate the ROI*" (N)

Finally, it is worth to mention that there was a sign that some companies have not yet reached the level of leadership in SM, as I have referred to this in the previous subchapter: "*There is no significant change in the life of the COMPANYNAME compared to the pre-DSMM environment*" (D)

Knowledge transfer

Several companies involved in the research also had organized programs within an organization. The aim was a disseminating knowledge about the use of social media applications within the company. *"An internal training course has recently started. During the training, four external experts work on four different topics for several weeks."* (B) Some people pointed out that senior management was suggested that the employees expected these trainings: "*Innovations and process improvements can challenge employees of the organization. It is important for managers to recognize the situation and provide the trainees with the appropriate training that will enable them to acquire new knowledge.*" (K)

The trainings presented in the papers did not only share knowledge about the user-level management of SM applications. They also shared other knowledge that was critically important. The topics of the different courses can be divided into the following groups:

- Big data (analysis, data management, data driven decision, etc.)
- Disruptive innovation and future knowledge-based technologies (e.g., artificial intelligence, robotics, etc.)
- Content production (creative writing, editing, etc.)
- Data protection (the actuality of which was, according to the dissertation, given by the package of GDPRs discussed and accepted by the EU)

However, social media applications are related to the topic of knowledge transfer in another ways, too. In some companies, these platforms themselves have become the tools for knowledge transfer: "*If we need information, we have several communication channels beside the traditional telephone help.*" (K)

Finally, it should be emphasized that the knowledge flows not only within the organization but also among organizations, which can be used to seduce workers, but also to observe competitors. There are several reports about companies that are closely monitoring the social media activity of companies with similar profiles. "*Everyone appreciated and saw how big competitors are doing and managing this area.*" (J)

Inter-organizational factors

Earlier, we saw that social media transforms inter-organizational relationships (Hult-Morgan, 2015; Hanna et al., 2011; etc). Based on the research work, two directions can be drawn that can transform the interconnection of companies: the process of disruptive innovation and the ecosystem-like operation, described earlier (Adner, 2017).

Many of the companies involved in the research have also indicated that they are trying to use artificial intelligence for some customer service tasks for which they use social media. "*Artificial intelligence, which can be regarded as destructive innovation, has appeared as a chatbot in COMPANYNAME*" (B). Where else is the intention: "*We will implement the customer service by using chatbot*" (E). This is typically a task that has been previously solved with internal resources or external service providers (agencies).

Companies understandably perceive the threat of their own activities (products, services they offer) when they are questioning the disruptive effects of social media. There are three attitudes in this regard:

- A realistic threat, still no solution, yet.
- The company met the threat and feels that it has successfully resolved a situation: "*The design and operation of the web site killed the paper-based publication, their own product for which the company was created. Yet, the development of the new platform proved to be an excellent decision. The popularity of the web site outperforms the book.*" (M)
- The company has come up with a disruptive innovation idea: "*Discouraging innovation can be found in the sector itself rather than in the marketing processes of COMPANYNAME. In the past, people typically participated in courses where they had to attend physically (e.g. private tutors). In recent years, this has increasingly shifted towards online education.*" (L)

Finally, the social media has a transforming effect on the relationship between the company and its environment. In the related reports, the most rapid reaction, continuous environmental change and the ability to adapt the change have been highlighted. "*Digital transformation demanded a much faster adaptation from COMPANYNAME than before. Customers and potential employees wanted to get information much faster.*" (B)

Based on the research results, a more complex picture of the environment emerges. "*There is a change in environmental conditions, media planning is more difficult and the process is more complex. The production of a material is more work and costs more.*" (H) This is a test of the adaptive ability for organizations - which leads to the basic question which is the formation and transformation of the organization.

4.3. Conclusions

The main aim of the second phase of the research served as a help to understand the strategic response of companies in a changing environment that is characterized by social media. The main considerations found in student research and the conclusions drawn from them are listed in the table below:

Factor	Conclusions, major research statements
Drivers of transformation	In addition to the apparent cost advantage, the exploitation of technological possibilities, the reach of consumers and the directives from (foreign) HQ also play a role in expanding the marketing activity of Hungarian companies
Organizational Factors	
Culture	The company's culture can be supportive or dismissive against the use of SM. In companies with a rigid organizational culture, a change of

	culture may have a significant organizational resistance, the degree / direction of which can vary by organizational unit.
Strategy	The companies does not see the strategic role of SM justified (as opposed to "traditional" online marketing). Yet, several organizations reported on the production of SM strategy.
Structure	Due to the appearance of SM, the organization of marketing department was restarted / restructured in several companies. The relationship changed with other organizational units. The appearance of SM may be a new source of tension between "traditional" and "new" marketing units.
Marketing role and responsibilities	Marketing tasks appear in other organizational units. Marketing departments also carry out tasks that traditionally did not belong to their tasks.
Skills	
General skills	Need for the organization of new skills
Management skills	The leader's personal affinity may also be decisive (e.g. interest in SM, use of personal SM)
Knowledge transfer	Companies help in organizing the dissemination of SM. SM can be a tool of knowledge sharing
Use of social media devices	The factors of "how" and "what" are separated. It is the task not only of the marketing department but of all employees of the company

	to assist SM's presence
Interorganizational factors	
Disruptive innovation	Companies may feel threaten because of the "trigger" (i.e. termination) of a service / product they offer. Some of the companies have successfully saved the core business to SM after recognizing the situation.
Other (environmental) factors	
Environmental impacts and factors	Social media has a transforming effect on the connection between the company and its environment. As a key to successful adaptation, several organizations have identified fast adaptive and responsive capabilities

5. Third Phase of Research: Analysis of Job Classification Database Analysis

5.1. Data collection

The data comes from one of the leading job advertisements portals in Hungary, from profession.hu. The site was founded in 2002, shortly afterwards was bought by a multinational company, and is currently a member of The Network, an international organization representing the world's leading marketplace for jobseekers. The site offers current job ads. The job offers of the previous years are available through archive.org, "Web archive."[11]

Data collection was commissioned by students who had the following guidelines:

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[11] Starting point: https://web.archive.org/web/*/profession.hu

1. Open archive.org, find the profession.hu page and open every year between 2010 and 2017 with the help of the "The way back machine" service.

2. Open a date in June or July of that year (the choice is from the middle of the year in order to minimize the overlap between the years)

3. Save all ads from that date within the "Marketing" category. The following main aspects have been preserved in building the database:

   a. Name of the position

   b. Name of the Advertiser Company

   c. Brief description of position

   d. Place of job filling

   e. Date of publication of job advertisement

   f. Long description of position

The last data collection of 2018 came directly from profession.hu, reflecting on the ads in the "Marketing" category of March 4, 2018.

Presentation of the database

Based on the collected job advertisements, different variables were defined, which served as the basis for the analysis. The properties of each variables are summarized in the following table:

Variable Group	Variables	Method of production
Features of basic job adverts	- Job type - Position level - Degree and type of requested qualification - The year of publishing an ad	Researcher definition
The basic characteristics of a job announcement company	- Sector - Clientele - Ownership background	Researcher definition

Variable Group	Variables	Method of production
	- Location	
Knowledge	- Knowledge of Web Tools - Marketing knowledge - Knowledge of graphical applications - Programming, deeper IT skills - Search engine marketing (SEO) knowledge	Algorithmic

Table 34: Variables of the database
Source: own elaboration

The variables generated by researcher definition were determined based on the reading and interpretation of job advertisements. The algorithmic variables were defined based on the existence or absence of different keywords (see list keywords in the annexes). Variables based on the researcher's definition are mostly related to job advertisements, social media and online marketing. The main questions of the analysis are related to these.

5.2. Analysis

Findings in the full database

The total database contained n = 2.416 observations and in each year the figures were as follows:

		Frequency	%	Valid%	Cumulated %
Valid	2010	275	11.4	11.4	11.4
	2011	208	8.6	8.6	20.0
	2012	120	5.0	5.0	25.0
	2013	191	7.9	7.9	32.9

	Frequency	%	Valid%	Cumulated %
2014	210	8.7	8.7	41.6
2015	374	15.5	15.5	57.0
2016	316	13.1	13.1	70.1
2017	345	14.3	14.3	84.4
2018	377	15.6	15.6	100.0
Sum	2416	100.0	100.0	

35. Table: Job postings by year
Source: own elaboration

The table also shows the impact of the economic crisis: From 2010 to 2012, the number of vacancies posted in the marketing category fell by less than half. Yet, also the slow (slow) process of post-2013 recovery is visible. This might be best characterized by the fact that 41.6% of all vacancies were published in the first five years (in the examined period), while 58.4% was published in the last four years.

All observations were categorized according to the types of job postings in 7 - and then aggregated into 3 categories. I reviewed job postings in the following categories: (1) Online marketing "close" area; (2) Social media marketing "close" area; (3) other marketing areas. One of the first findings of the research is that the number (b) and the proportion (j) of job advertisements for social media marketing showed a steady increase over the period under review (a similar tendency can be observed - even in a smaller volume - in "close" job advertisements in online marketing):
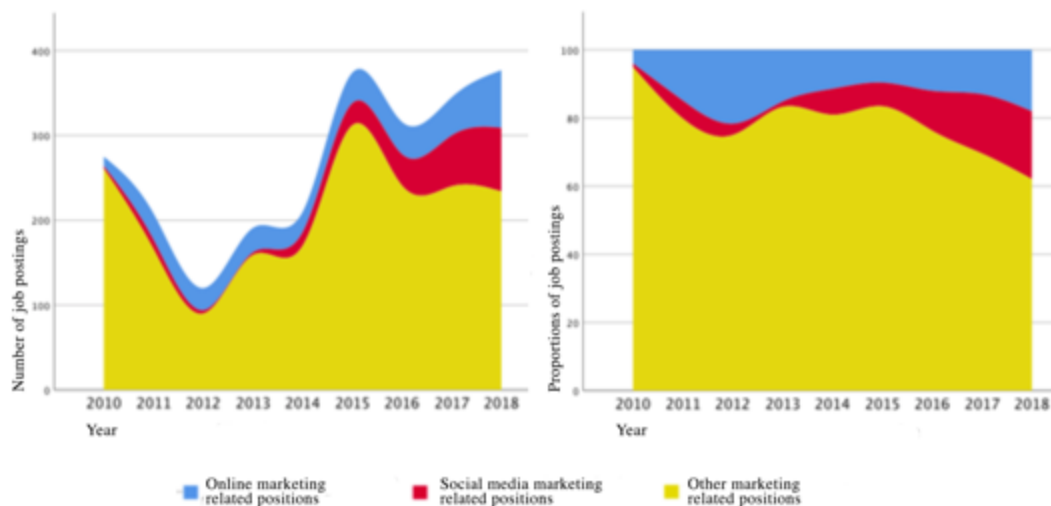
Figure 28: The number and proportion of job postings by year and category
Source: own elaboration

The figure above, however, also indicates that about two-thirds of the positions currently in the Hungarian marketing business do not require online or social media marketing knowledge - the position related to online marketing in 2018 is 18.0%, social media marketing position 19.9%, while all other advertisements accounted for 62.1%.

The evaluation of the entire database would require unjustified energy input from the research's point of view. Therefore, the analysis of details were made for the first two categories, close to online marketing and close to social media marketing (n = 558). With the remaining data, however, we can gain a valuable insight into a previously rarely investigated area, the organizational processes and policies of Hungarian marketing departments. Thus, it will be analyzed and evaluated in a later study.

Presentation of the analyzed subsample
The presentation of the narrower sample according to different variables (not in a linear way) is summarized in the following table by frequency and distribution:

Type of job advertisement	n	%.
Online marketing	119	21.3
Social Media marketing	33	5.9
Other marketing with online marketing tasks	189	33.9
Other marketing with social media marketing tasks	134	24.0
IT jobs with marketing tasks	15	2.7
Online and social media marketing	44	7.9
Other marketing with online and social media tasks	24	4.3
All together	*558*	*100.0*

Level of position	n	%
Trainee, assistant	88	15.8
Colleague	354	63.4
Manager	98	17.6
Executive	17	3.0
(Missing)	1	.2
All together	*558*	*100.0*

Expected experience	n	%
Without experience	80	14.3
1 year experience	124	22.2
2-4 years experience	248	44.4
5 years experience	30	5.4
(missing)	76	13.6
All together	*558*	*100.0*

Year of publishing the ad	n	%
2010	14	2.5
2011	43	7.7
2012	30	5.4
2013	38	6.8
2014	43	7.7
2015	65	11.6
2016	76	13.6
2017	105	18.8
2018	144	25.8
All together	*558*	*100.0*

Place of work (region)	n	%
Budapest	450	80.6
Eastern Hungary	29	5.2
	58	10.4
Western Hungary (missing)	99	21
All together	*558*	*100.0*

Clientele of advertising company	n	%
B2B	219	39.2
B2C	235	42.1
B2B and B2C	61	10.9
Other	1	.2
(missing)	42	7.5
All togetehr	*558*	*100.0*

Ownership background of the advertiser	n	%
Hungarian large company	19	3.4
Hungarian SME	189	33.9
Foreign Ownership	300	53.8
Other	29	5.2
(missing)	21	3.8
All together	*558*	*100.0*

Advertising company sector	n	%
Producer	113	20.3
Provider	214	38.4
Trader	131	23.5
Agency	56	10.0
Consultant	20	3.6
(missing)	24	4.3
All together	*558*	*100.0*

By reviewing the descriptive statistics of the data, several interesting statements can be made. Yet, in order to correctly interpret the data, it should be emphasized that they are not deducted from the number of data series that are important for the problem, namely the conclusions of online and social media marketing subscriptions.

The majority of the job opportunities for marketing were concentrated in Budapest (80.6%), and the dominance of the capital would have been even more significant if it had become a common category of agglomeration (e.g. Central Hungary). The remaining jobs are 1: 2 divided in East and West Hungary, which is due to the economic underdevelopment of the eastern region of the country. According to the ownership background of the advertising companies, more than half of the ads were sold by foreign companies (53.8%), the Hungarian SME sector was 33.9%, while the Hungarian companies represented only 3.4% of the database.

Time series analysis

The methodological limitation of the time series of data was the fact that, although a large number of samples was available for 9 years, the dates are only characterized by years. Thus, the study is grouped around 9 time period. This has been a considerable limitation of the usable statistical methods. Most of the variables in the database were nominal and / or dichotomous variables. There was only one true metric variable (number of years of practice expected from employees) but it also showed that it was more useful as a categorized sequence variable.

Firstly, it is worth examining the proportion of job advertisements advertised in online marketing and social media marketing. Before the analysis, marketing job advertisements were divided into three separate domains. These independent categories and their intersections formed the analytical units as follows:
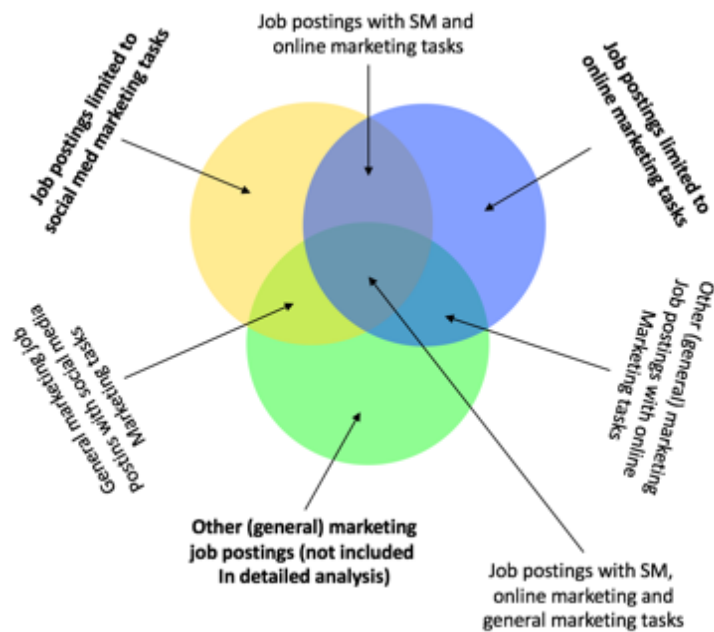
Figure 29: Types of job postings in the analysis
Source: own elaboration

The number of job advertisements posted in each category changed in the different years:
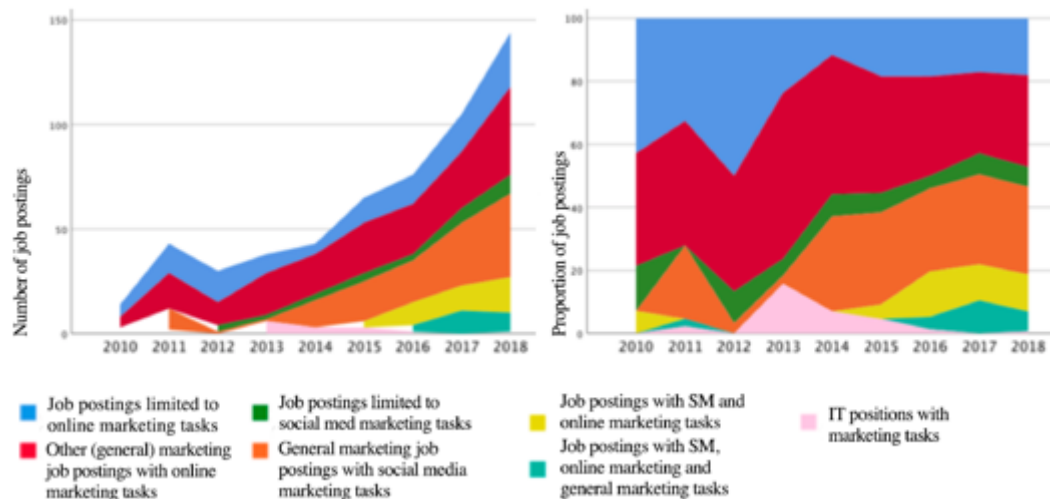
Figure 30: Job postings by year and category
Source: own elaboration

The number of job advertisements per year is similar in the examined sub-sample to that in the full sample presented earlier. In the years of crisis, stagnation and relapse are typical, whereas from 2015 a steep rise has been significant in the number of job advertisements advertised in social media marketing and online

marketing. Interestingly, in 2013, an already existing phenomenon suddenly appears vigorously. IT job vacancies expanded with marketing tasks accounted for nearly 20% of job advertisements at that time. This can be explained by the fact that companies tried to reduce their costs during the financial crisis. At the same time, the phenomenon lasted for another year but practically was no longer observed after 2016. A possible explanation for this is that companies realized that this kind of merger of tasks is not effective.

The figure above showed that the number and proportion of social media marketing types of job advertisements also increased continuously over the examined period. The above figure shows that this expansion consists of three components:

- The number of job advertisements, which contain only social media marketing tasks, represents roughly the same amount of time within the given period (ranging from 0 to 14.3% within each year). Thus the increase in the category is not primarily due to this subcategory
- The number of job advertisements with other ("general") marketing tasks and social media marketing tasks has increased significantly since 2013 (1 in 2013 and 201 in 2018)
- Job advertisements with online, social media and other ("general") marketing tasks appeared only at the end of the examined time period, even in significant numbers (3-11/ year)

The impact of the economic crisis

During the analysis of the data, several aspects have emerged that show that the pre and post-2014 period have different characteristics. The mere number of job vacancies recorded in each year also shows a steep increase in the two periods, which shows that between 2010 and 2014 between 168 job advertisements appeared only within 4-5 years. However, between 2015 and 2018, nearly three times more vacancies (390) appeared. It means an annual average of 33.6 in the first period and 97.5 jobs in the next one.

The phenomenon is displayed spectacularly in the coordinate system:
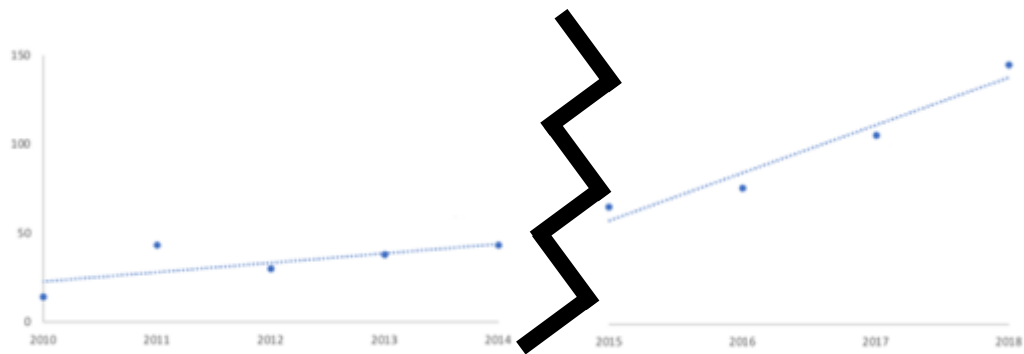
Figure 31: The number of job postings under the years of the economic crisis and afterwards
Source: own elaboration

A similar break was observed for other variables in the database:
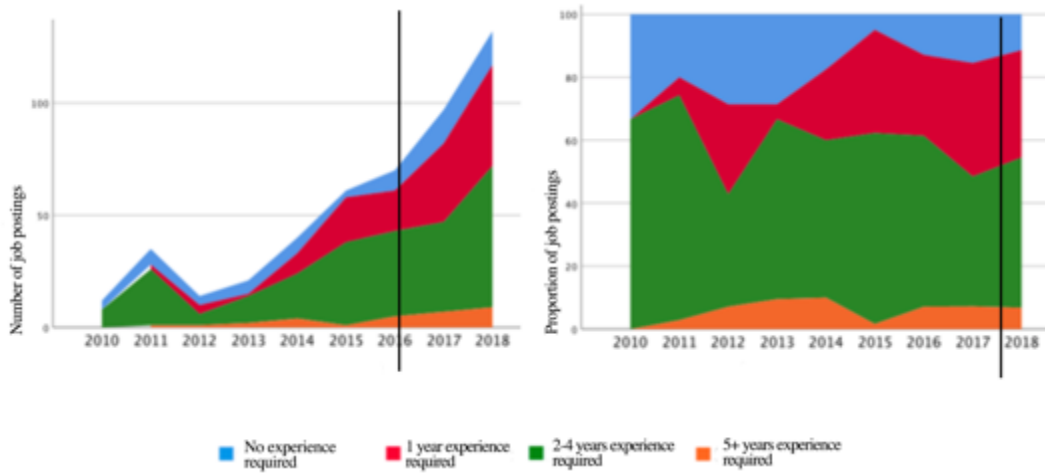
Figure 32: Job postings by year and required work experience
Source: own elaboration
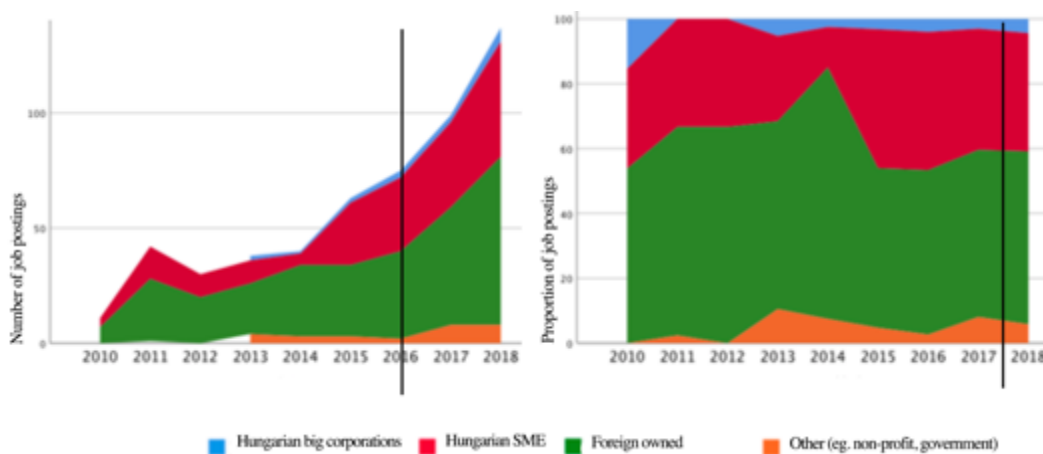
Figure 33: Job postings by year and ownership background
Source: own elaboration

It is evident that by 2014, the proportion of job advertisements without the expected experience was much higher in the years than in 2015 and beyond. Between 2010 and 2014, 23% of 122 job vacancies fell into this category based on the expected years of practice, while between 2015 and 2018 this ratio was 13.6% for the 360 advertisements.

There are two explanations for this phenomenon. The inexperienced demand for cheaper labor can be explained by the crisis. At the same time, it is true that online marketing and particularly the social media marketing area around 2010 were still in infancy. Thus the colleagues with more experience were unavailable at the beginning of the period.

There is a significant change in the background of the different ownerships of a company, which is also explained by the crisis: in 2014 and the previous years, a significantly smaller proportion of advertisements were published by Hungarian-owned companies, while after 2015, the ratio was much more balanced:

	2010-14		2015-18	
Hungarian-owned companies within the entire sample	48	29,5%	160	42,7%
Foreign owned companies within the entire sample	107	65,6%	193	51,6%

Figure 34: Hungarian and foreign owned companies within the sample
Source: own elaboration

This is in complete alignment with the fact that the effects of the crisis are far more difficult for financially less powerful firms than for capital-intensive multinationals. In addition to the proportions in the sample, it is worth examining the expansion of the individual categories. Hungarian companies published 333.33 % more advertisements in the second period, while this number at foreign companies was 180.37%.

On the basis of the data, it seems that these changes are related to the economic crisis and the stagnation in 2008. The structure of job advertisements will be described later. Its structural change is mainly related to the rise of social media and online marketing, while the radical expansion of the number of open positions can be explained mainly by changes in the economic environment.

In the research, in case of the time series data, the examined 9-year time period was therefore investigated from two directions: the years of the crisis (2010-2014) and the years following the crisis (2015-2018).

Defining social media job ads from other job advertisements

As shown in a previous figure, the ads in the database can be classified in 7-8 small categories. Yet, by studying the relevant issues to the subject under consideration, reducing the variables can be simplified to two basic categories:

- Job advertisements that have social media coverage
- Job advertisements that do not have social media coverage

This is a binary variable [KAT2_A1], with a related question as what specific job advertisements belong to one or another group. The criteria for belonging to the category were examined by a decision tree methodology. This methodology is basically a decision support method, the essence of which is to present complicated relationships as a series of simple decisions (Bodon, 2010). Although it is used to define decision criteria (e.g. credit assessment, risk rating, etc.), it is not unprecedented to use it to determine the likelihood of belonging to certain groups (the best-known example is the classification of terrorist-suspect individuals). In the latter case, the leaves of the tree are relatively homogeneous subgroups of the population. It is rarely used in the analysis of marketing problems but it is also used in business applications for segmentation of data (e.g. Dudás, 2018). Due to the special features of the job advertisement database (e.g. a lot of nominal and binary variables), it seemed and proved to be a suitable methodology for the examination of the above question.

One of the advantages of the decision tree methodology is that the non-meaningful variables are automatically detected and ignored. If no variable information can be extracted from the variable explained, then testing will not be performed (Bodon, 2010). This means that the method can be used in "noisy" environments. Furthermore, important variables can be read from the tree which helps to understand the problems. Its popularity is also justified by the relationship between the dependent and explanatory variables in a visual form, as an easy-to-read graph, which greatly contributes to the interpretation of the obtained results (Dudás, 2018).

To examine the question, the whole sample was first examined and then, in the sub-sample of the crises and in the years following the crisis, the study was re-conducted, resulting in three decision trees. During the study, the variable KAT2_A1 was used as a dependent variable for job posting types, while all other variables were included in the model as explanatory variables. The decision tree was generated by using CHAID (Chi-squared Automatic Interaction Detection) algorithm for which the required condition (relatively large sample number) was given. The stop criteria were the automatic settings offered by the SPSS software package. Thus, the thresholds for unification and division remained at $\alpha = .05$.

Yet, the minimum number of sub data (50 instead of 100) and the minimum number of sub data created during the division(30 instead of 50) changed.

In addition to these parameters, the model drawn on the whole (n = 558) sample is shown in the following figure:
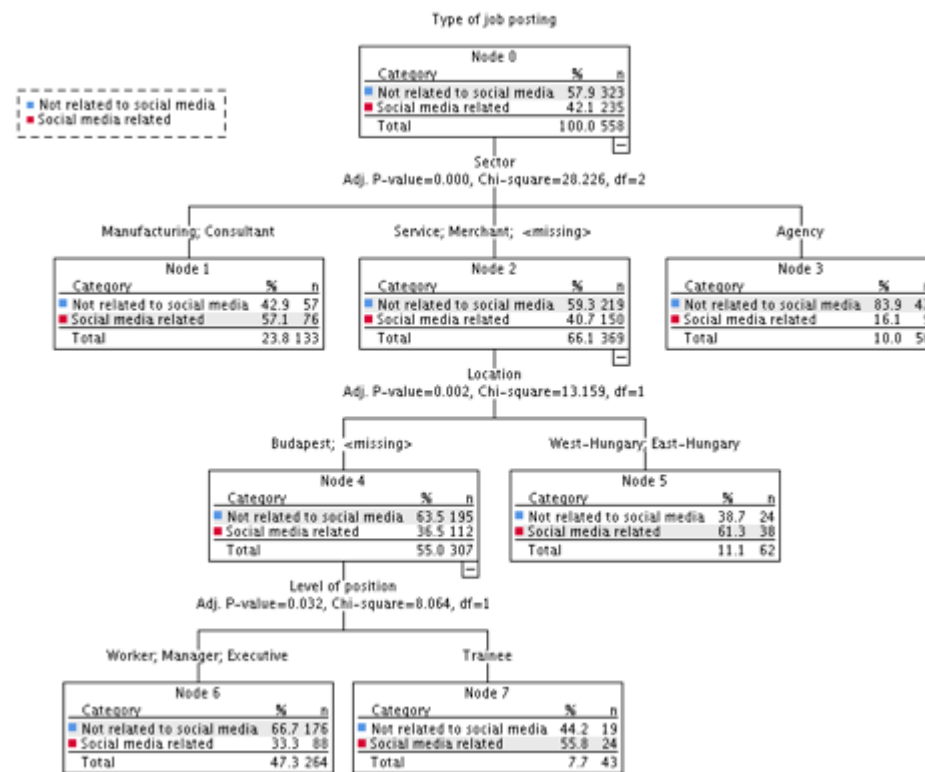
Figure 35: Decision tree on the full sample
Source: own elaboration

The essence of the decision tree methodology is that the closest source to the "root" is the strongest explanatory power which, in this case, is the sector of the company who publishes job advertisements, as follows:

- For agencies, the proportion of job advertisements that are not related to social media is extremely high
- For service providers and merchant companies, it is roughly the same as the average for the entire sample
- Producing and consulting companies publish more social media advertising than the average

The tree broke down the job advertisements of companies in the service and retail sector (this category was the most populous, 66.13% of all companies belonged to this):

- In the capital-based service and merchant companies, non-social media-related ads were in the majority
- In Western and Eastern Hungarian companies, the rate is inversely related but it should be noted: in spite of the relative majority of advertisements related to social media in the category, due to the low volume of the whole category, in Budapest the number of social media posts was advertised by service providers and dealers in the countryside.

Finally, the level of positions, advertised in the service providers and traders in Budapest, has proved to be a relevant decision criterion:

- The higher levels (staff, manager, executive) typically did not include a task related to social media
- The lowest (assistant or trainee) positions were inversely proportional.

To sum up, the decision tree for the whole sample can be represented in tabular form as follows:

#	Social media related		Not related to social media		Predicted value	Sig
	n	%	n	%		
1	235	42,1	323	57,9	Unrelated to SM	
2	76	57,1	57	42,9	Related to SM	.000
3	150	40,7	219	59,3	Unrelated to SM	.000
4	9	16,1	47	83,9	Unrelated to SM	.000
5	112	36.4	195	63.5	Unrelated to SM	.002
6	38	61.3	24	38.7	Related to SM	.002
7	88	33.3	176	66.7	Unrelated to SM	.032
8	24	55.8	19	44.2	Related to SM	.032

Table 36: Summarizing table for decision tree
Source: own elaboration

Classification

Observed	Predicted		
	Not related to social media	Social media related	Percent Correct
Not related to social media	223	100	69.0%
Social media related	97	138	58.7%
Overall Percentage	57.3%	42.7%	64.7%

Growing Method: CHAID
Dependent Variable: Type of job posting

Table 37: Main figures for the decision tree on the full sample
Source: own elaboration

The model is verified by the table above which shows how many times the model had error and how many times the data matched. The rate of observations on the main cruiser is moderately high and the result accuracy is 64.7%, which is acceptable.

In the following part of the study, the sample was split which raises a question: what differences can be detected during the first (2010-14) and second (2015-18) period of the observed? (The parameters of the decision tree were the same as those described above).
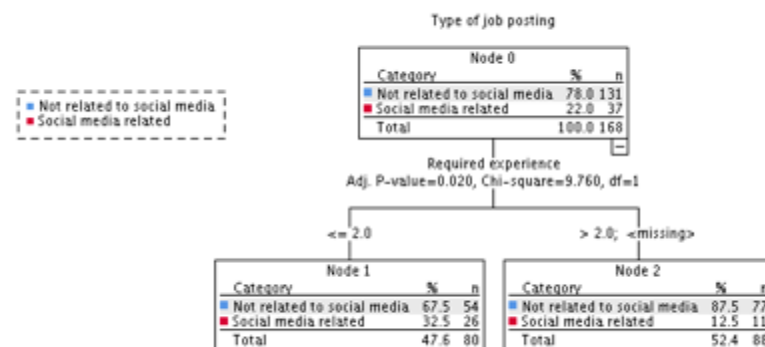
Figure 36: Decision tree for subsample "crisis years"
Source: own elaboration

The analysis carried out for the years of the crisis has resulted in a much flatterer decision tree, which can be a methodological explanation (smaller number of elements (n = 168), because fewer variables allow "to jump" the number of minimum number of cases). Yet, it is also conceivable that the experienced

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phenomenon is not only related to the crisis but also to the fact that the whole social media marketing had a much shorter history at that time. Accordingly, it is characterized with a smaller variation and more similarity to other job advertisements.

A difference can be highlighted based on a single variable (the number of years of practice):

- Among the positions that took place between two or less years of practice as a requirement, the number of job advertisements related to social media was higher in the proportions than in the total sub-sample
- In the case of those positions that require more than 2 years of practice, however, there was hardly any jobs available for social media

If we think about it, it's hardly surprising. 2010 is the beginning of this example. Hungarian companies did not deal with social media. Moreover, social media marketing expansion began to spread only in the coming years in Hungary.

Classification

	Predicted		
Observed	Not related to social media	Social media related	Percent Correct
Not related to social media	131	0	100.0%
Social media related	37	0	0.0%
Overall Percentage	100.0%	0.0%	78.0%

Growing Method: CHAID
Dependent Variable: Type of job posting

Table 38:Table 37: Main figures for the decision tree on subsample „crisis years"
Source: own elaboration

The model is verified the above table which shows that the algorithm categorized all cases as social media job ads. The rate of observations on the main crucifix is relatively high with the result accuracy being 78.0%, which is good.

Type of job posting

Node 0
Category	%	n
■ Not related to social media	49.2	192
■ Social media related	50.8	198
Total	100.0	390

Sector
Adj. P-value=0.006, Chi-square=13.768, df=1

Service; Agency; Merchant; <missing>

Node 1
Category	%	n
■ Not related to social media	54.9	157
■ Social media related	45.1	129
Total	73.3	286

Manufacturing; Consultant

Node 2
Category	%	n
■ Not related to social media	33.7	35
■ Social media related	66.3	69
Total	26.7	104

Customer base
Adj. P-value=0.002, Chi-square=13.038, df=1

B2B

Node 3
Category	%	n
■ Not related to social media	67.2	82
■ Social media related	32.8	40
Total	31.3	122

B2C; B2B and B2C; <missing>

Node 4
Category	%	n
■ Not related to social media	45.7	75
■ Social media related	54.3	89
Total	42.1	164

Ownership background
Adj. P-value=0.008, Chi-square=12.051, df=1

Foreign-owned; Other; <missing>

Node 5
Category	%	n
■ Not related to social media	82.0	50
■ Social media related	18.0	11
Total	15.6	61

Hungarian SME; Hungarian large corporation

Node 6
Category	%	n
■ Not related to social media	52.5	32
■ Social media related	47.5	29
Total	15.6	61

Marketing major diploma
Adj. P-value=0.002, Chi-square=9.750, df=1

Igen

Node 7
Category	%	n
■ Not related to social media	29.3	17
■ Social media related	70.7	41
Total	14.9	58

Nem

Node 8
Category	%	n
■ Not related to social media	54.7	58
■ Social media related	45.3	48
Total	27.2	106

Legend:
■ Not related to social media
■ Social media related

Figure 37: Decision tree subsample "post-crisis years"
Source: own elaboration

Looking at the post-crisis period, the first important fact is that, in contrast to the previous period, the number of job advertisements related to social media marketing slightly exceeded the number of posts that are not related to it (50.8% to 49.2%). This is another indicator of the dynamic growth observed in this area.

As in the full sample, the sector of the companies that posted job advertisements showed the algorithm as the most important selection criterion.

- In the case of producer and advisory firms, there were 1: 2 ratio of more social media marketing job advertisements than non-related areas. In the entire sample, the proportion of job advertisements in the social media sector was also in these two sectors, yet, their "superiority" continued to increase

- In the case of service providers, merchant companies and agencies, even in the same period, job advertisements lacking social media functions were predominant. There proportions were significantly more balanced.

The service provider, merchant companies and the agency sector were further broken down by the decision tree (high number of items, n = 286). The two branches of the breakdown:

- In the B2B sector, there is hardly any demand for employees who are also in the field of social media (this is confirmed by the expert depth interviews). Within the B2B sector, the proportion of social media marketing advertisements in foreign-owned companies was even lower (the element of the other category (n = 1) is negligible); while in the case of Hungarian companies it was closer to the distribution of the whole sample.

- For B2C and other mixed companies (B2B and B2C), the number of social media advertisements is higher than the number of others. This leaf was broken off by the decision tree method based on the marketing diploma: for advertisements where a Marketing Specialization degree was required, the number of ads with social media responsibilities was much higher.

To sum up, the decision tree for the whole sample can be represented in tabular form as follows:

#	Social media related		Not related to social media		Predicted value	Sig
	n	**%**	**n**	**%**		
1	198	50,8	192	49,2	SM related	
2	129	45,1	167	54,9	Unrelated to SM	.006
3	69	66,3	35	33,7	SM related	.006
4	40	32,8	82	67,2	Unrelated to SM	.002
5	89	54,3	75	46,7	SM related	.002
6	11	18,0	50	82,0	Unrelated to SM	.008
7	32	53,5	29	47,5	SM related	.008
8	41	70,7	17	29,3	SM related	.002
9	48	45,3	58	54,7	Unrelated to SM	.002

Classification

Observed	Predicted		
	Not related to social media	Social media related	Percent Correct
Not related to social media	140	52	72.9%
Social media related	88	110	55.6%
Overall Percentage	58.5%	41.5%	64.1%

Growing Method: CHAID
Dependent Variable: Type of job posting

Table 39: Main figures for the decision tree on subsample "post-crisis years"

The model is verified by the table above which shows how many times the model had error and how many times the data matched. The rate of observations on the main cruiser is moderately high and the result accuracy is 64.1%, which is acceptable.

Segmenting Job Advertisements with Cluster Analysis

I have segmented job postings with cluster analysis. Using the results, social media and non-social media job advertisements have been studied from new perspectives such as the required skills and the educational background. The cluster variables were produced by using the K-mid method.

The Cluster analysis included only dichotomous variables, which indicated the existence / absence of different knowledge / skills needed to occupy the position in each job posting and the required qualification for job placement. Thus, no overlay was needed. At the same time it is known that a disadvantage (property) of a non-hierarchical method is that the cluster numbers need to be pre-recorded. Before starting the analysis, I examined the database in several different variations using different methodologies (hierarchical cluster, two-step cluster). Based on preliminary studies, it appeared that 3 clusters were drawn from the data, so the K-mid methodology was executed with this input.

The following tables summarize how each cluster differs from the average of the population in case of the following characteristics:

- Degree and direction of qualification as a condition for filling job advertisements for the cluster
- The required knowledge, which I summarized in five groups:

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- o graphic skills

- o programming skills

- o more general marketing knowledge

- o Online marketing knowledge

- o search engine marketing skills

In the table, the blue color indicated the lowest value for the given criterion, while the red was the highest:

Education/degree		Secondary education	General diploma	Marketing diploma	Economic diploma	IT diploma	Engineer diploma	Diploma in Humanities	HR diploma	Quantitative diploma	Arts diploma
Cluster center	Cluster 1	0,089	0,218	0,409	0,020	0,076	0,007	0,013	0,013	0,017	0,010
Cluster center	Cluster 2	0,045	0,080	0,273	0,034	0,159	0,045	0,011	0,000	0,034	0,125
Cluster center	Cluster 3	0,078	0,240	0,246	0,102	0,084	0,018	0,024	0,006	0,048	0,006
Sample average		0,08	0,20	0,34	0,05	0,09	0,02	0,02	0,01	0,03	0,03
Deviation from the sample mean	Cluster 1	1,0%	1,5%	7,0%	-2,7%	-1,5%	-0,9%	-0,3%	0,4%	-1,2%	-1,7%
Deviation from the sample mean	Cluster 2	-3,4%	-12,3%	-6,6%	-1,3%	6,8%	2,9%	-0,5%	-0,9%	0,5%	9,8%
Deviation from the sample mean	Cluster 3	-0,1%	3,7%	-9,3%	5,5%	-0,7%	0,2%	0,8%	-0,3%	1,9%	-2,1%

Graphics		Adobe products	Flash	Indesign	Dreamweaver	Photoshop	Final Cut	Premiere Pro	Corel
Cluster center	Cluster 1	0,000	0,003	0,000	0,000	0,000	0,000	0,000	0,000
Cluster center	Cluster 2	0,568	0,080	0,284	0,080	0,670	0,011	0,011	0,068
Cluster center	Cluster 3	0,030	0,006	0,000	0,000	0,084	0,000	0,000	0,000
Sample average			0,02	0,05	0,01	0,13	0,00	0,00	0,01
Deviation from the sample mean	Cluster 1	-9,9%	-1,3%	-4,5%	-1,3%	-13,1%	-0,2%	-0,2%	-1,1%
Deviation from the sample mean	Cluster 2	46,9%	6,4%	23,9%	6,7%	53,9%	0,9%	0,9%	5,7%
Deviation from the sample mean	Cluster 3	-6,9%	-1,0%	-4,5%	-1,3%	-4,7%	-0,2%	-0,2%	-1,1%

		Programming skills						General marketing skills	
		UX	HTML	XML	CSS	PHP	SQL	Copywriting	Text editing
Cluster center	Cluster 1	0,010	0,000	0,000	0,003	0,000	0,000	0,000	0,000
Cluster center	Cluster 2	0,023	0,500	0,057	0,364	0,102	0,080	0,057	0,068
Cluster center	Cluster 3	0,060	0,186	0,000	0,108	0,048	0,048	0,036	0,186
Sample average			0,13	0,01	0,09	0,03	0,03	0,02	0,07
Deviation from the sample mean	Cluster 1	-1,7%	-13,4%	-0,9%	-8,8%	-3,0%	-2,7%	-2,0%	-6,6%
Deviation from the sample mean	Cluster 2	-0,4%	36,6%	4,8%	27,3%	7,2%	5,3%	3,7%	0,2%
Deviation from the sample mean	Cluster 3	3,3%	5,2%	-0,9%	1,7%	1,8%	2,1%	1,6%	12,0%

		Web marketing skills				Search engine marketing skills		
		Adserver	Joomla	Wordpress	Drupal	PPC	Adwords	SEO
Cluster center	Cluster 1	0,003	0,000	0,017	0,000	0,000	0,000	0,000
Cluster center	Cluster 2	0,023	0,023	0,102	0,000	0,080	0,193	0,034
Cluster center	Cluster 3	0,000	0,012	0,120	0,024	0,353	0,599	0,443
Sample average		0,01	0,01	0,06	0,01	0,12	0,21	0,14
Deviation from the sample mean	Cluster 1	-0,2%	-0,7%	-4,4%	-0,7%	-11,8%	-21,0%	-13,8%
Deviation from the sample mean	Cluster 2	1,8%	1,6%	4,1%	-0,7%	-3,8%	-1,7%	-10,4%
Deviation from the sample mean	Cluster 3	-0,5%	0,5%	5,9%	1,7%	23,5%	38,9%	30,5%

Table 40: Characterization of clusters
Source: own elaboration

In order to characterize the clusters, we had to examine the three clusters together which then showed how each cluster could be characterized:

Cluster	Diploma	Knowledge	
		Typically expected	Typically not expected
1 Marketing job postings	Marketing degree diploma (partly secondary education)	There is no case of a single knowledge with higher value than the average	Nearly all of the examined knowledge values are observed below average values. There is no exceptionally low value, a difference of 10 percentage points can be observed: • Graphics group: Adobe products, Photoshop • Programming within a group: HTML, CSS • Copywriting • Knowledge about search engine marketing
2 IT job postings	Diploma in Informatics and Engineering (Art Degree is not relevant, since it involved 15 observations in total population)	In more than one category of investigations, there is an outlier (20 percentage points higher than the average): • Graphic programs: Adobe products, Indesign, Photoshop • Within a Programming group: HTML, CSS In addition there is a difference of around 10 percentage points: • Graphic programs: Flash,	There was a negative deviation from the sample only in one category: in the case of search marketing knowledge: • SEO, Adwords, PPC

Cluster	Diploma	Knowledge	
		Typically expected	**Typically not expected**
		Dreamweaver, Corel • Programming: PHP, SQL	
3 "SEO expert" job postings	General university degree (diploma / economic diploma	The outcomes of the cluster are knowledge categories that are related to search marketing: • Copywriting • SEO, Adwords, PPC	There is no significantly lower value than the average in any case of a single knowledge characteristic

Table 41: Summary of clusters
Source: own elaboration

A strange result of cluster rankings is the characterization of the first cluster. The data show that job advertisements, where a marketing degree was expected, demanded the existence of the categories of knowledge less than the average. This may seem surprising at first but can be explained by the fact that employees with specifically marketing qualifications are employed in online or social media jobs in other ways. This is reinforced by the fact that those job advertisements that require specifically IT knowledge are found in the second cluster, where the technical-IT qualification is dominant. In addition, it is worth pointing out that I have not specifically considered marketing knowledge (e.g. branding, sales skills, etc.) in this study.

I have examined these clusters compared to several other variables. The first important statement is that, for clusters, the study did not find any significant correlations with the year of posting vacancies or its categorized variables (during crisis / after crisis). This shows that clusters are stable in time.

Due to barrier constraints, the cross tables and their compliance indicators are shown in the attachments, summarizing the results of the examinations (in brackets, there is the significance level of the Pearson's Khí squared test):

	"Marketing" job postings	"IT" job postings	"SEO Expert" job postings
Position Level (.000)	Typically, an employee or an assistant trainee position	Typically employee positions	Typically, employee and manager positions
Advertiser company sector (.001)	Typically producing, supplying and trading companies	Typically, service and trading companies	Typically, service providers and, to a lesser extent, merchant companies
Clientele (.069)	B2C (50%) and B2B (40%) companies	B2C (49,4%) and B2B (38%) companies	B2B (49,7%) and, to a lesser extent B2C (34,7%) companies
Ownership background of the company that publishes the advertisements (.078)	Compared to the other two clusters, the share of foreign-owned companies is extremely high (57.0%)	No outlier	For the other two clusters, the share of Hungarian SME companies is outstanding (39.9%)

	"Marketing" job postings	"IT" job postings	"SEO Expert" job postings
Number of years of required practical experience **(.000)**	A work experience of 2-4 years are more likely to be expected, the only category with a relatively large number of jobs without work experience	Experience between 1 and 4 years of is commonly expected, experience of more than 5 years was not included as a requirement	2-4 years of experience is the general expectation, 1 year of experience was expected only by approx. one third of these job advertisements.

Table 42: Relationship between cluster variables and other variables
Source: own elaboration

The most striking and marketing-related statement is that job postings for the "marketing" cluster can be linked to the lower tiers of the organizational hierarchy (assistant, employee), while the higher levels can be found at "IT specialist" and "SEO expert" clusters (staff manager). This might mean, on the one hand, that these job positions are at higher levels of the organizational hierarchy. On the other hand, it might indicate that at these higher levels of the organizational hierarchy, companies require (marketing-) IT knowledge from the employees. As the database contained explicitly online and social media marketing job ads, I believe that there are several arguments under this latter option.

There were two aspects (variables related to the ownership background of the company publishing job vacancy and its customer area), where the relationship with the examined variables can be considered significant only at a significance level of 10 percent.

5.3. Conclusion

Aspect	Conclusions and major research findings
Full Sample	An old saying has been verified: in the case of difficult economic circumstances (e.g. crisis), companies cut the marketing budget among the first. During the economic crisis, an average of 200.8 vacancies were published annually, whereas after 2015 the average rose to 353 per year. (A deeper analysis of the entire database will be the task of a next study)
Descriptive statistics of a sub-sample of online and social media marketing job advertisements	- The above-mentioned impact of the global economic crisis can be detected: in the years of the crisis, an average of 33.6; after 2015, 97.5 job postings were published in this category. The impact was also boosted by the dynamic expansion of online and social media marketing. - The sub-sample is classified in the lower position and has fewer practical positions - According to territorial distribution, the dominance of the capital is typical, with 80.6% of all vacancies in Budapest, one third and two third is shared by East and West-Hungary
Time series analysis	The impact of the crisis is not only visible in the number of vacancies but also in its structure. During the crisis, there were more positions that could be filled without experience. After 2015, the number of Hungarian companies / businesses and the number of advertisements they post on the adverts of advertisers have increased radically.

Aspect	Conclusions and major research findings
Difference between social media and other online advertisements	The study was also run on the database as a whole, as well as the categorized years (years of crisis / post-crisis): • The most important differentiating variable on the whole sample is the activity sector of the company that posted the job advertisement and then further breaks down the location of the company and the level of the advertised position • In those advertisements that were posted during the years of crisis, the difference can be made on the basis of the expected number of years of practice • In the case of advertisements published in 2015 and afterwards, it is also possible to split the differences between social media and other advertisements based on the sector as well as the customer base, ownership background and diploma type

Aspect	Conclusions and major research findings
Cluster Analysis	The complete database can be divided into three clusters based on the knowledge required in job advertisements and the expected diploma: • "Marketing" job advertisements: marketing degree, few positions with a requirement of online knowledge • "Informatics" job advertisements: an outstandingly high engineering / IT diploma ratio, expressly expects some IT knowledge or skill • "SEO Expert" job advertisements: more general education (e.g. economics degree), outstanding values for search marketing related knowledge categories The clusters were stable over the examined period, no significant difference was observed over the years

Table 43: Main findings of research phase 3
Source: own elaboration

IV. Summary

1. Answering research questions, conclusions

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

Leeflang et al. (2014) showed that companies are being challenged by marketing oriented social media in a number of areas. There are manageable and unmanageable issues, others have ready-made scenarios. Information on answering the first research question was found in both depth interviews and corporate case studies. Based on the depth interviews with marketing managers, social media is currently integrated into corporate practice at three levels:

1. Hygiene factor ("we do it because of this expectation")
2. Tracker (used for one or two well-defined tasks – e.g. customer service)
3. Strategic use

Based on the statements, the last and highest level of usage is not yet typical - but many have indicated that they can reach this level in the near future.

Responses from marketing experts turned out to be a more flexible form of organization for the turbulent environment (external consultants, intensive use of agencies). There are no ready-made templates for marketing social media in the community. Yet, an ecosystem-like operation, besides the swelling or replacing of an own organization, has emerged in several responses as a possible alternative. 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.

Another possible way is to intensify organizational learning which can be a step towards building a learning organization for several companies. It is true, however, that the organizational learning model of Argote (2012), which provides the framework for the investigation, is still experiencing even greater gaps in

social media marketing - especially in relation to the organization and the environment.

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

The marketing leaders who were interviewed in the first phase of the research stated that the two most important questions of organizational transformation were "How?" and "What"? Moreover, almost all talked about their own fears about their previous negative experiences of social media (negative virility, control loss, knowledge deficiencies, etc.). The novelty of this area was also highlighted in connection with dealing with challenges, namely that there is often a lack of ready-to-use scenarios and industry best practices.

Different ways of addressing the challenges were outlined by marketing managers interviewed during the first phase of the research. On the one hand, differences can be made according to how much they seek in-house, through their own employees, to meet the need for knowledge. On the other hand, relying on ecosystem-like behavior, they seek external help (agencies, consultants) - which 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, where demand for the workforce was increased in the second half of the market. These markets might have external actors of such co-operations (agencies and consulting firms).

The relationship between the marketing organization and the company is also transformed. The company's cases investigated in the second phase of the research revealed   that:

- marketing tasks are flowing into the organization
- inputs are also received from the organizational units to the marketing department, which was previously not characteristic (e.g. HR, IT)

One of the specialties of the Hungarian market is the decisive ratio of multi companies, which also means that corporate executives often have to adapt a

situation that is suboptimal under strictly Hungarian market conditions (several companies complained about it). This also affects social media marketing but in Hungary it often operates under the directives of the foreign center, not necessarily (not exclusively) based on the input from the Hungarian market.

Finally, social media can be accessed on the basis of disruptive innovation. Online media and social media transform traditional marketing communication channels (e.g. marginalized newspaper advertising, magazines that are moving towards markets). They also change product companies (such as catalogs), competitors (e.g. media markets) and product / service (e.g. online newspapers).

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

The newly emerging tasks can be divided into two groups for employees:

- It requires previous competencies but in a different form than before (in a larger volume, within the tasks the emphasis falls elsewhere, etc.). For example, a contact with influencers. It resembles how to use celebrities - while at the same time has several differences.
- It requires completely new competences (e.g. social media monitoring, social listening, big data analysis, etc.), which must be integrated into the day-to-day operation of the marketing organization

However, the interviews clearly revealed, and this was also supported by an analysis of the vacancy announcements, that not only in quality but in a "different number" more employees are needed in marketing department in the age of social media. The research has also shown that not only marketing but also other changes of skills and attitudes (organizational culture) are needed: communication, creative competences, quantitative knowledge, etc.

Although the issue of organizational culture does not strictly belong to the capabilities, it has to be highlighted. It appeared both in the first and second phase of the research as an emphasis in corporate responses. The answers to the research have in some respects been in the same direction: the perception of practicing experts is that social media is a well-rounded, youthful, open, optimistic and

inclusive cultural medium. In order to be able to succeed in this field, among others and the interviewees, the creation of a similar organizational culture is a precondition.

In addition to the organization as a whole, another area of transformation is the area of leadership skills. In practically all three phases of the research, there is evidence that companies are, in some cases, ready to "get rid" of those who do not understand the online and community 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).

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

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

Conclusions and further results of the research

An apparent contradiction can be found between the marketing leaders interviewed in the first phase of the research and the results of the job posting

database. Many of the leaders have made a clear belief in social media marketing ("this is the future"). Meanwhile, job advertisement database analysis has clearly shown that related positions are at the lower levels of the organization (trainee, employee). There is also a strong contrast in comparing with online social media outside of the community. Competencies with online marketing (SEO, Internet, etc.) are already expected to be higher at managerial levels. However, this contradiction is only apparent and shows that organizations are still looking for the most effective way to implement social media. It also points out that although the role of social media is to play a strategic role in the future, the present is more about the preparation for it.

From expert interviews and corporate case processing, it turned out that companies are not only looking for cost benefits when they expand their marketing activities alongside earlier channels and at the expense of social media. Among the "drivers" of use, there are also aspects such as technology and utility benefits (e.g. better targeting, reaching a specific target group, better metering options, etc.), directives from foreign centers, etc. The two sides of the coin show that companies think that social media means a cheaper option for marketing communication, better conditions than other channels and higher levels of services. This is predicting the expansion of social media use (in 2018 we can already see its signs).

On unintentional, yet, in my opinion, an important outcome of the current research is the showing of the impact of the global economic crisis on marketing through job advertisements. Not only the number but also the structure of the positions advertised has affected the crisis intensity in the various industries, in different parts of the country, as well as in Hungarian and foreign-owned companies. A similarly unintended result was the exploration of enormous differences between the three regions of the country (Budapest, East and West-Hungary).

2. Future research opportunities

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 important outcome of the work is in addition to qualifying the practitioners (qualitative stage), it relied on data that is left undistorted by personal opinion of the practitioning managers (job advertisements). In a fashionable theme such as the one discussed in this current dissertation, there is always a risk that experts will give their expectations and not the answers to the facts. During the in-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 in different market and with different competitive positions.

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 (in-depth expert interviews and corporate case studies), 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.

V. Annexes

1. References

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2. Guide for expert in-depth interviews

The place of community media in advertising strategy

The central theme of the doctoral dissertation is the role of social media in the marketing activities of the company,.

I look at the main question from different directions:

1. What corporate goals can support social media? For example,

1. brand building
2. sales support
3. reputational management and management related risks
4. community building
5. source of market insight
6. to carry out tasks related to after-sales service

Where is the emphasis today, is there any historical development?

2. Organizational issues

1. What is a "compulsory" task for companies in the telcom (etc) sector today in social media?

2. How does the telco (etc) industry (direct competitors) interact with each other?

3. What skills are needed to manage your social media presence, what are the real novelties compared to previous media requirements?

4. Community media management: in-house or outsourced?

   o Is it possible to treat different areas (see point 1) in different ways?

1. If in-house, which organizational unit belongs (marketing, communication, IT)?

2. Many of the major organizational transformations are being watched - see the signs of it? Will this be something?

3. What is the level of the staff member (trainee, manager, etc.)?

3. Advertising Goals

1. What an essential difference so you see in:

   a. Community media and other forms of advertising on the web (such as search advertising, banners, etc.)

   b. Community media and other advertising media (eg TV,

2. Do you think that a WoM effect can be detected? Do they measure whether consumers are communicating with each other?

3. What about consumer communication with companies?

4. How do you agree that companies have dominated communication with consumers before (KM), is the situation now reverse?

5. Can you handle negative feedback from consumers?

4. Community management

1. What is the company's goal with SM involvement?

2. Levels of Participation:

   a. Do not knowingly participate (eg banks)

   b. Participates but only conducts one-way communication

   c. Builds on interaction

   d. Encourages members of the community to create stand-alone content (eg co-creation)

3. Risks and Treatment

5. Consumer Psychology

1. Are the psychological characteristics of consumers taken into account in the SM strategy?

    1. Social Media Psychology
    2. Motivation and use of community media
    3. Behavior patterns on social networking sites

How does the company relate to eWOM?

3. Corporate case study – description made available to students

The research project analyzes digital transformation issues in marketing and business management. The paper should be written based on your own experience and research, in the case of a company or, failing this, an industry. The Moodle website will be uploaded to Moodle's site by May 2, 2018, which is structured as follows. The scope of the thesis is 15 pages, the resources used should be properly referenced.

Transformation of marketing organizations in the digital revolution

DSMM - Digital, Social Media, Mobile Marketing is a synonym for new marketing techniques that have come about through the digital revolution - and which have reorganized market and organizational relationships to date. This category includes the corporate website, microsite, newsletter (email), search engine marketing (advertising and optimization), social media marketing (content generation, ads), mobile devices (own app, mobile ads, position dependent ads, etc.). When writing your report, you should not only focus on "active" (content production) marketing but also passive monitoring (eg social listening, customer and competitor monitoring, lead generation, community "customer service" etc.).

Suggested structure of the dissertation

0. Introduction Profile, profile, market position and marketing features of the organization

I. Tasks and Skills

1. Are there any new tasks for the organizations through DSMM, requiring totally or partially new types of skills from the company? (banner creation is only partially new if similar creatives - such as billboards - had to be done before. Social media content production can be completely new if it was not previously known to give news on a daily basis to their customers)

2. How does analytics work, how to use bulk information from a variety of sources for marketing tasks? (Think of Big Data applications, data mining of external resources, linking social media data to traditional data)

3. Is there any change in environmental conditions (predictability, predictability, predictability, etc.) compared to the DSMM (digital) era?

4. What (new / old) management skills do you need to be able to survive in a changed environment?

5. What new knowledge and skills do you need from employees for your success? During organizational transformation, think that when an organization needs to incorporate new types of knowledge into day-to-day operations, it is also possible to solve it in an external or internal organizational form (eg using an agency, using a counselor vs. applying its own employee).

II. Organizational changes

6. Do you experience a phenomenon suggesting that DSMM changes the position of the marketing department within the organization?

7. Do you experience a phenomenon that suggests that DSMM will change the place of marketing tasks within your organization? (An example of the above question is a job posting via social media through the Facebook profile of the company, which is basically a HR task, but it can be interpreted as a marketing task because of the social media)

8. According to the literature, different organizations have their own unique 'microculture'. For example, in a highly hierarchically-oriented company, positions have greater importance than in a start-up company. There are organizations that are open to novelties, while much more conservative approaches are typical elsewhere. A smaller company may be able to behave more easily as an "explorer" than a bigger company than to protect existing market positions. There is where leadership style is authoritarian ("that's what the boss says"), employees in other organizations are involved in decision making processes ...

This unique culture is not necessarily constant in time, as well as environmental challenges may require companies to regenerate in this area as well.

a. Have you experienced any change in the marketing department or in the organization's culture with DSMM marketing? (With special regard to social media)

b. Do you think changing the organization's culture could help the organization to become more successful in DSMM marketing? (With special regard to social media)

III. Disruptive innovation

9. According to the literature, a type of innovation is the so called disruptive innovation. For example, when the Ford T-model, the first affordable car, appeared has completely transformed the transport market in a few years. This did not only affect direct competitors (eg "chariots", etc.), but also their suppliers and other affiliated networks (horse-repair shops, city clean-up workers, etc.). Many believe that the digital revolution is likewise a "destructive innovation" for marketing. Do you experience anything that can be similar to the example with digital marketing tools?

IV. Metrics

10. How to measure success / how measurable success is in:

1. social media

2. Search engines
3. mobile marketing?

Recommended literature

Allen H. Church, W. Burke (2017): Four Trends Shaping the Future of Organizations and Organization Development, OD Practitioner, 49, 3,

Reto Felix, Philipp A. Rauschnabel, Chris Hinsch (2016): Elements of strategic social media marketing: A holistic framework, Journal of Business Research

Noelia-Sarah Reynolds (2015): Making sense of new technology during organisational change, New Technology, Work and Employment, 30,2, 145-159

Ashish Kumar, Ram Bezawada, Rishika Rishika, Ramkumar Janakiraman, PK Kannan (2016) From social to sale: The effects of firm-generated content in social media on customer behavior, Journal of Marketing, 2016/1, 7-25

PK Kannan (2017): Digital marketing: A framework, review and research agenda Digital marketing: A framework, review and research agenda International Journal of Research in Marketing, 2017/3/1

4. Cluster * other variables crosstabs

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Level of position * CLUSTER	557	99.8%	1	0.2%	558	100.0%
Sector * CLUSTER	534	95.7%	24	4.3%	558	100.0%
Customer base * CLUSTER	516	92.5%	42	7.5%	558	100.0%
Ownership background * CLUSTER	537	96.2%	21	3.8%	558	100.0%
Categorized: Required experience * CLUSTER	482	86.4%	76	13.6%	558	100.0%
Type of job posting * CLUSTER	558	100.0%	0	0.0%	558	100.0%

Crosstab

			CLUSTER			Total
			Marketing végzettségű	Mérnök-informatikai végzettségű	SEO szakértő	
Level of position	Gyakornok, asszisztens	Count	61	14	13	88
		% within Level of position	69.3%	15.9%	14.8%	100.0%
		% within CLUSTER	20.1%	16.1%	7.8%	15.8%
		% of Total	11.0%	2.5%	2.3%	15.8%
	Munkatárs	Count	175	67	112	354

		% within Level of position	49.4%	18.9%	31.6%	100.0%
		% within CLUSTER	57.8%	77.0%	67.1%	63.6%
		% of Total	31.4%	12.0%	20.1%	63.6%
	Menedzser	Count	52	4	42	98
		% within Level of position	53.1%	4.1%	42.9%	100.0%
		% within CLUSTER	17.2%	4.6%	25.1%	17.6%
		% of Total	9.3%	0.7%	7.5%	17.6%
	Executive	Count	15	2	0	17
		% within Level of position	88.2%	11.8%	0.0%	100.0%
		% within CLUSTER	5.0%	2.3%	0.0%	3.1%
		% of Total	2.7%	0.4%	0.0%	3.1%
Total		Count	303	87	167	557
		% within Level of position	54.4%	15.6%	30.0%	100.0%
		% within CLUSTER	100.0%	100.0%	100.0%	100.0%
		% of Total	54.4%	15.6%	30.0%	100.0%

Chi-Square Tests

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	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	37.441[a]	6	.000
Likelihood Ratio	46.036	6	.000
Linear-by-Linear Association	1.785	1	.182
N of Valid Cases	557		

a. 1 cells (8.3%) have expected count less than 5. The minimum expected count is 2.66.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.259	.000
	Cramer's V	.183	.000
	Contingency Coefficient	.251	.000
N of Valid Cases		557	

Crosstab

	CLUSTER	Total

			Marketing végzettségű	Mérnök-informatikai végzettségű	SEO szakértő	
Sector	Termelő	Count	75	19	19	113
		% within Sector	66.4%	16.8%	16.8%	100.0%
		% within CLUSTER	25.3%	23.8%	12.0%	21.2%
		% of Total	14.0%	3.6%	3.6%	21.2%
	Szolgáltató	Count	110	26	78	214
		% within Sector	51.4%	12.1%	36.4%	100.0%
		% within CLUSTER	37.2%	32.5%	49.4%	40.1%
		% of Total	20.6%	4.9%	14.6%	40.1%
	Kereskedő	Count	61	26	44	131
		% within Sector	46.6%	19.8%	33.6%	100.0%
		% within CLUSTER	20.6%	32.5%	27.8%	24.5%
		% of Total	11.4%	4.9%	8.2%	24.5%
	Ügynökség	Count	33	7	16	56
		% within Sector	58.9%	12.5%	28.6%	100.0%
		% within CLUSTER	11.1%	8.8%	10.1%	10.5%
		% of Total	6.2%	1.3%	3.0%	10.5%
	Tanácsadó	Count	17	2	1	20
		% within Sector	85.0%	10.0%	5.0%	100.0%
		% within CLUSTER	5.7%	2.5%	0.6%	3.7%
		% of Total	3.2%	0.4%	0.2%	3.7%
Total		Count	296	80	158	534
		% within Sector	55.4%	15.0%	29.6%	100.0%
		% within CLUSTER	100.0%	100.0%	100.0%	100.0%

	% of Total	55.4%	15.0%	29.6%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	26.684[a]	8	.001
Likelihood Ratio	29.235	8	.000
Linear-by-Linear Association	.082	1	.775
N of Valid Cases	534		

a. 1 cells (6.7%) have expected count less than 5. The minimum expected count is 3.00.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.224	.001
	Cramer's V	.158	.001
	Contingency Coefficient	.218	.001
N of Valid Cases		534	

Crosstab

			Marketing végzettségű	CLUSTER Mérnök-informatikai végzettségű	SEO szakértő	Total
Customer base	B2B	Count	116	30	73	219
		% within Customer base	53.0%	13.7%	33.3%	100.0%
		% within CLUSTER	40.0%	38.0%	49.7%	42.4%
		% of Total	22.5%	5.8%	14.1%	42.4%
	B2C	Count	145	39	51	235
		% within Customer base	61.7%	16.6%	21.7%	100.0%
		% within CLUSTER	50.0%	49.4%	34.7%	45.5%
		% of Total	28.1%	7.6%	9.9%	45.5%
	B2B és B2C	Count	28	10	23	61
		% within Customer base	45.9%	16.4%	37.7%	100.0%
		% within CLUSTER	9.7%	12.7%	15.6%	11.8%
		% of Total	5.4%	1.9%	4.5%	11.8%
Total		Count	290	79	147	516
		% within Customer base	56.2%	15.3%	28.5%	100.0%
		% within CLUSTER	100.0%	100.0%	100.0%	100.0%
		% of Total	56.2%	15.3%	28.5%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.698[a]	6	.069
Likelihood Ratio	12.203	6	.058
Linear-by-Linear Association	.286	1	.593
N of Valid Cases	516		

a. 0 cells (0%) have expected count less than 5. The minimum expected count is .15.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.151	.069
	Cramer's V	.106	.069
	Contingency Coefficient	.149	.069
N of Valid Cases		516	

Crosstab

			CLUSTER			Total
			Marketing végzettségű	Mérnök-informatikai végzettségű	SEO szakértő	
Ownership background	Magyar nagyvállalat	Count	10	5	4	19
		% within Ownership background	52.6%	26.3%	21.1%	100.0%
		% within CLUSTER	3.4%	6.2%	2.5%	3.5%
		% of Total	1.9%	0.9%	0.7%	3.5%
	Magyar KKV	Count	102	24	63	189
		% within Ownership background	54.0%	12.7%	33.3%	100.0%
		% within CLUSTER	34.2%	29.6%	39.9%	35.2%
		% of Total	19.0%	4.5%	11.7%	35.2%
	Külföldi tulajdonú	Count	170	43	87	300
		% within Ownership background	56.7%	14.3%	29.0%	100.0%
		% within CLUSTER	57.0%	53.1%	55.1%	55.9%
		% of Total	31.7%	8.0%	16.2%	55.9%
	Egyéb	Count	16	9	4	29
		% within Ownership background	55.2%	31.0%	13.8%	100.0%
		% within CLUSTER	5.4%	11.1%	2.5%	5.4%
		% of Total	3.0%	1.7%	0.7%	5.4%

Total	Count	298	81	158	537
	% within Ownership background	55.5%	15.1%	29.4%	100.0%
	% within CLUSTER	100.0%	100.0%	100.0%	100.0%
	% of Total	55.5%	15.1%	29.4%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.349[a]	6	.078
Likelihood Ratio	10.550	6	.103
Linear-by-Linear Association	.921	1	.337
N of Valid Cases	537		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 2.87.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.145	.078
	Cramer's V	.103	.078
	Contingency Coefficient	.144	.078
N of Valid Cases		537	

Crosstab

			CLUSTER			Total
			Marketing végzettségű	Mérnök-informatikai végzettségű	SEO szakértő	
Categorized: Required experience	Gyakorlat nélkül	Count	47	22	8	77
		% within Categorized: Required experience	61.0%	28.6%	10.4%	100.0%
		% within CLUSTER	18.3%	28.9%	5.4%	16.0%
		% of Total	9.8%	4.6%	1.7%	16.0%
	1 év gyakorlat	Count	57	25	45	127

		% within Categorized: Required experience	44.9%	19.7%	35.4%	100.0%
		% within CLUSTER	22.2%	32.9%	30.2%	26.3%
		% of Total	11.8%	5.2%	9.3%	26.3%
	2-4 év gyakorlat	Count	128	29	91	248
		% within Categorized: Required experience	51.6%	11.7%	36.7%	100.0%
		% within CLUSTER	49.8%	38.2%	61.1%	51.5%
		% of Total	26.6%	6.0%	18.9%	51.5%
	5 év gyakorlat	Count	25	0	5	30
		% within Categorized: Required experience	83.3%	0.0%	16.7%	100.0%
		% within CLUSTER	9.7%	0.0%	3.4%	6.2%
		% of Total	5.2%	0.0%	1.0%	6.2%
Total		Count	257	76	149	482
		% within Categorized: Required experience	53.3%	15.8%	30.9%	100.0%
		% within CLUSTER	100.0%	100.0%	100.0%	100.0%
		% of Total	53.3%	15.8%	30.9%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	40.324[a]	6	.000
Likelihood Ratio	46.843	6	.000

	Value		Approximate Significance
Linear-by-Linear Association	.713	1	.398
N of Valid Cases	482		

a. 1 cells (8.3%) have expected count less than 5. The minimum expected count is 4.73.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.289	.000
	Cramer's V	.205	.000
	Contingency Coefficient	.278	.000
N of Valid Cases		482	

Crosstab

	CLUSTER			Total
	Marketing végzettségű	Mérnök-informatikai végzettségű	SEO szakértő	

Type of job posting	Online marketinges	Count	46	16	57	119
		% within Type of job posting	38.7%	13.4%	47.9%	100.0%
		% within CLUSTER	15.2%	18.2%	34.1%	21.3%
		% of Total	8.2%	2.9%	10.2%	21.3%
	Közösségi média marketinges	Count	18	5	10	33
		% within Type of job posting	54.5%	15.2%	30.3%	100.0%
		% within CLUSTER	5.9%	5.7%	6.0%	5.9%
		% of Total	3.2%	0.9%	1.8%	5.9%
	Egyéb marketing online marketing területekkel, felelősséggel	Count	136	24	29	189
		% within Type of job posting	72.0%	12.7%	15.3%	100.0%
		% within CLUSTER	44.9%	27.3%	17.4%	33.9%
		% of Total	24.4%	4.3%	5.2%	33.9%
	Egyéb marketing közösségi média marketing területekkel, felelősséggel	Count	83	21	30	134
		% within Type of job posting	61.9%	15.7%	22.4%	100.0%
		% within CLUSTER	27.4%	23.9%	18.0%	24.0%
		% of Total	14.9%	3.8%	5.4%	24.0%
	IT munkakör, marketing feladatokkal	Count	2	9	4	15
		% within Type of job posting	13.3%	60.0%	26.7%	100.0%
		% within CLUSTER	0.7%	10.2%	2.4%	2.7%
		% of Total	0.4%	1.6%	0.7%	2.7%
	Online és közösségi	Count	9	10	25	44

	média marketinges	% within Type of job posting	20.5%	22.7%	56.8%	100.0%
		% within CLUSTER	3.0%	11.4%	15.0%	7.9%
		% of Total	1.6%	1.8%	4.5%	7.9%
	Egyéb marketing, online és közösségi média területekkel, felelősséggel	Count	9	3	12	24
		% within Type of job posting	37.5%	12.5%	50.0%	100.0%
		% within CLUSTER	3.0%	3.4%	7.2%	4.3%
		% of Total	1.6%	0.5%	2.2%	4.3%
Total		Count	303	88	167	558
		% within Type of job posting	54.3%	15.8%	29.9%	100.0%
		% within CLUSTER	100.0%	100.0%	100.0%	100.0%
		% of Total	54.3%	15.8%	29.9%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	97.225[a]	12	.000
Likelihood Ratio	92.407	12	.000
Linear-by-Linear Association	2.913	1	.088
N of Valid Cases	558		

a. 3 cells (14.3%) have expected count less than 5. The minimum expected count is 2.37.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.417	.000
	Cramer's V	.295	.000
	Contingency Coefficient	.385	.000
N of Valid Cases		558	

5. Aggregation of skills variables

Graphics	Programming/IT	Web tools	Other marketing	Search engine marketing
Adobe	UX	Adserver	Copywriting	PPC
Flash	HTML	Joomla	Text editing	Adwords
Indesign	XML	Wordpress		SEO
Dreamweaver	CSS	Drupal		
Photoshop	PHP			
Final Cut	SQL			
Premier Pro				
Corel				