Bachelor Thesis

ACQUISITION OF MORE VISITORS TO THE WEBSITE AND SOCIAL MEDIA OF *THE FRENCH CHAMBER OF COMMERCE IN AMSTERDAM*

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Foreword

Herewith, I would like to thank all the groups and persons that have guided and helped me during this research.

First of all, I would like to express my gratefullness to Mrs Bijkerk. From the beginning, she has shown constant interest in the research that was carried out for the French Chamber of Commerce in Amsterdam. Mrs Bijkerk has a variety of knowledge about the practical working field and can link this to the educational level, which has been very useful. In short, she helped me to link the internship with a final research product which was written in order to graduate from the Bachelor 'International Business and Languages' at the HZ University of Applied Sciences. Moreover, Mrs Bijkerk has always made time for assisting me in this research process.

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Finally, I would like to thank the French Chamber's network consisting of its members, clients, partners and prospects. The last four groups filled in the survey and without them, this research would not have been succesfully conducted. In addition, I would like to thank Nynke de Vries, Anicia Oeser, Aurélie Magnin, Jannemiek Starkenburg and Jordy den Hollander for their willingness to assist in the interviews that were held. The information that was shared by them gave new insights and eventually led to useful recommendations for the French Chamber of Commerce.

Abstract

Doing business with France and in France is a term that is very familiar in the Netherlands. The French Chamber of Commerce (*CFCI*) in Amsterdam was therefore founded in 1979 by initiators like Freddy Heineken. The *CFCI* gained a lot of success till now, as it has network of more than 200 members and 1600 contacts worldwide. However, the *CFCI* noticed the trend that social media is coming up and realised that its content marketing strategy should be revived. Hence, this research is based on the following central question: **How can the *CFCI* generate more visitors to its website and social media by improving its current content marketing strategy?**

In order to answer this question, both qualitative and quantitative research were done for this French institution. The qualitative research consisted of interviews that were held with five professionals. In the field of qualitative research, desk research has also been done on the available content of websites and social media channels from other French Chambers of Commerce. And last but not least, quantitative research was done in the form of a survey that has been carried out by the *CFCI's* clients, members, partners and prospects.

The research results indicated that the *CFCI* is not doing badly on its social media channels and its website. It can be concluded that the highest score for the *CFCI's* content was based on the *CFCI's* content's reliability and the lowest score went to its originality. According to the interviews, it is advised to keep a certain rhythm in mind. The survey has shown that the respondents want to receive only once a week the *CFCI's* content in the form of a blog, articles or a newsletter. Therefore, it was recommended to maintain a blog on the *CFCI's* website. The interviews have furthermore shown that it is necessary to make a planning of the content that is wished to be spread through social media. Hereby, it is strongly recommended to the *CFCI* to arrange regularly, weekly meetings in order to discuss the topics of content thoroughly. The interviews stated that both SEO and SEA planning and a Paid Advertising Planning are interesting to carry out in order to enhance a company's visibility on the internet. Therefore, an SEO and SEA planning and eventually a Paid Advertising Planning are recommended. If the *CFCI* takes these recommendations into account and carries them out, it can be stated that its visibility will increase and therewith will solve its current problem: laying behind the competition in the field of content marketing. For this, an implementation plan will be made for the CFCI which will be presented on the 18th of June at the HZ University of Applied Sciences in Vlissingen.

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Table of terms and abbreviations

CFCI – French Chamber of Commerce in Amsterdam
CCFGB – French Chamber of Commerce in Great Britain
AHK – German-French Chamber of industry and Commerce
FCC Singapore – French Chamber of Commerce in Singapore
FCCIHK – French Chamber of Commerce and Industry in Hong Kong
FACCNYC – French-American Chamber of Commerce
CCI France Espagne – French Chamber of Commerce in Barcelona
CCI France Belgique – French Chamber of Commerce in Belgium
CCFS – French Chamber of Commerce in Sweden
Etc. – Etcetera
E.g. – For example
SEO – Search Engine Optimization
SEA – Search Engine Advertising
SEM – Search Engine Marketing
IBL – International Business and Languages

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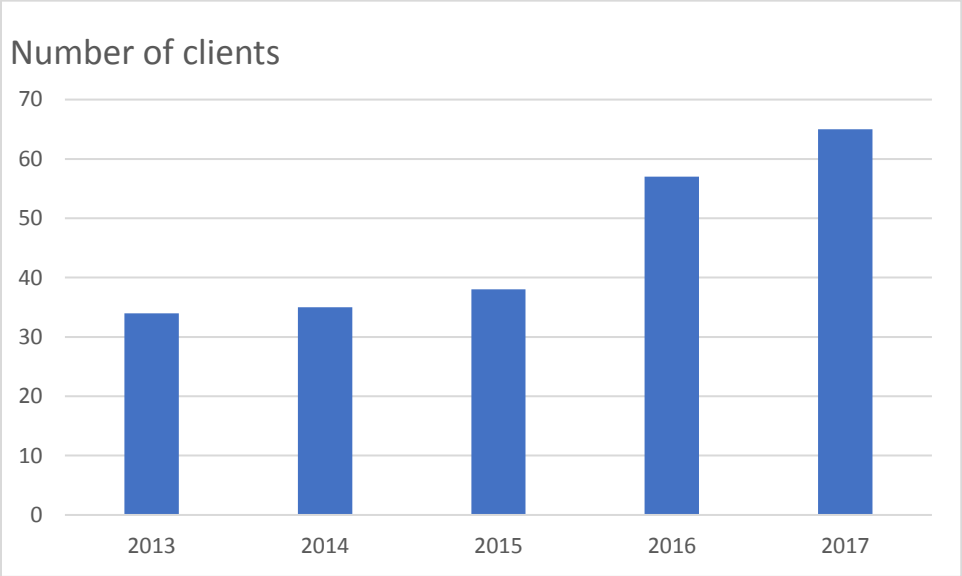
1. Introduction

1.1 Background

The industry of French-Dutch trade relations is a dynamic industry to which the *French* Chamber *of Commerce in Amsterdam (CFCI)* belongs. Hereby, the *CFCI* operates in both the French and the Dutch market. The *CFCI* services consist, among others, of salary administration and prospection missions, but also the organization of events. Since 1979, the *CFCI* has organised 635 events in total and nowadays maintains a network of more than 200 company members. The number of clients has arisen over the last five years as can be seen in figure 1. This chapter consists of a preliminary, general research into the main facts that form the basis for this research. Therefore, the trends that the *CFCI* currently faces are provided within this chapter. These trends include the growing competition, the importance of using social media, the economic growth in both the Netherlands and France and the trend of insecurity from the Dutch enterprises and professionals towards the French market. The final trend demonstrates that the use of content marketing has increased over the years. These trends are based on an in-company interview and preliminary research and are substantiated by sources from articles such as an article about content marketing by the expert Slagter Media.

Figure 1: The number of clients over the last 5 years (CRM system CFCI, 2018)



Increasing competition

The CFCI operates in both the French and Dutch market and was established in 1979 with the mission to strengthen the trade relationship between France and the Netherlands. As the *CFCI* is a non-profit organisation there has never been a situation in which competition was present. On the contrary, the *CFCI* used to collaborate with other non-profit organizations such as the French Embassy in The Hague and the Netherlands Business Support Offices in France.

Nowadays, it can be seen that similar services are offered by other organisations in the market of French-Dutch trade relationships. A good example is the case of Laurence Blairon, founder and Team Captain of the Dutch enterprise Baguette & Van Tulpen. The enterprise calls itself the specialist in advices for small and medium-sized enterprises (SMEs) that wish to export to France. The same advice-related service is offered by the *CFCI*. Moreover, Mrs Blairon has organised the same Start-Event in France as the *CFCI* does and even invited some of the *CFCI's* members. She used to be a member of the *CFCI*, but turned into a competitor as she knows the high demand for professional advice related to doing business in France and to the facilitation of events. In addition, other

institutions form a threat to the *CFCI* like Business France, the independent economic department of the French Embassy in The Hague, and the RVO (Rijksdienst voor Ondernemend Nederland). Both institutions' visibility on the internet are well promoted. All in all, new entrants are changing the position of the *CFCI* in the market as entry barriers are very low and as the market will only grow (Rabobank, 2017).

As the *CFCI's* services won't change, the only way to stand out from the competition is to promote its reputation by improving its content marketing.

Social media

Social media is on the top of the marketing funnel and it increases a company's visibility (ThriveHive, 2017). Even service providers like the *CFCI* need social media in order to attract and retain professionals and individuals, as we nowadays live in a digital world. Moreover, enterprises are making use of social media in order to inform their stakeholders about a certain event or development related to their industry. Social media can be used as a marketing tool and offer companies a big platform in order to get in contact with their target group. This target group can share information through its own network, which leads to a bigger audience. By sharing the information and being frequently active, brand awareness will increase (MayeCreate, 2017). In addition, social media increase internet traffic and conversions on a company's website (MayeCreate, 2017). A company's prospects often look at social media first before connecting with a company. And last but not least, social media is needed in order to stay ahead of the competition.

Economic growth

As is widely known, the Dutch economy has been growing steadily since the economic crisis. The *CFCI* currently faces this trend, as professionals, and therefore businesses, are willing to spend more money. That is why more enterprises and professionals contact the *CFCI* for advice and other services. However, the French economy grows less and lays behind the Dutch economy. It is expected that the French economy will grow with 1,3% or 1,4% in 2018, which is less than the average economy in the Eurozone (Atradius, 2017). In the Netherlands an economic growth of 2,5% is expected for 2018 (CPB, 2017).

Insecurity

Due to big cultural differences between the Netherlands and France, it is noticeable that professionals and enterprises are hesitant towards the French professional markets and have less courage to develop an activity or enterprise in France (Volkskrant, 2017). The merger Air France – KLM can hereby be used as a good example. The negotiations between both companies were going laboriously due to dissatisfaction between both parties. That is why there had been many manifestations in France by the French aircraft pilots. In addition, there has been dissatisfaction due to the fact that services and jobs of the airport Charles de Gaulle in Paris were moved to the Dutch airport Schiphol in Amsterdam. The *CFCI* has to take this trend into account as its mission is to promote France in the Netherlands and vice-versa.

Content Marketing

It can finally be stated that content marketing has been forming a real marketing trend over the years. This is also the case in the Netherlands. This trend is clearly displayed in the figure down below. As more companies make use of content marketing, it is very clear that the demand for a good content marketing strategy for the *CFCI* needs to be taken seriously into account and implemented after doing a successful research.

Figure 2: The use of content marketing in the Netherlands

1.2 Company and product description and analysis

The French Chamber of Commerce in Amsterdam, known by the French as the 'Chambre française du commerce et de l'industrie (*CFCI*)' is situated in Amsterdam, the Netherlands. *The CFCI* forms a private association that consists of 200 company members from different sectors. *The CFCI*'s target is to promote the trade between France and the Netherlands and to strengthen the professional relationship between the two European countries.

The *CFCI* is partly a non-profit organisation and partly a private company. The institution's main target is to offer a unique service and is not specifically focused on making money. It would be expected that the *CFCI* is financed by the French government, but its revenue of income is realised by its clients and members. The members pay a fixed amount every year for their membership which offers them the possibility to be accompanied on the French or Dutch market and to be invited to events that are organised monthly by the *CFCI*. However, the *CFCI* has been established as a private company as well which is called France Action BV. The *CFCI* is the only shareholder and Patricia Schneiders is director of both. The chairman is Yann Toutant who does his work on a voluntary base.

The *CFCI* is divided into two main departments: the client service and the member service. On the one hand, the *CFCI* offers different services which makes it easier for a French company to start doing business in the Netherlands. An example is offering support to a French company when it is launching its subsidiary company in the Netherlands, but also the administration of wages for the French staff in the Netherlands. The employees in charge of this department are Florian Carquillat, Herwin de Boer and Cecile de Bakker. On the other hand, the *CFCI* maintains its network of members by organising different kind of events, like theme seminars, discussion lunches and network cocktails. That is why professionals have the chance to meet each other, to exchange ideas and to build relationships.

Services of the CFCI

The *CFCI*'s services can be categorized into three main product groups:

1. **Trade support**: company information from the Trade Register in the Netherlands or France (€60) and a research for distributors for an enterprise (€990).
2. **Administration of salary, domiciliation and business support**: Wage administration for French companies who want to hire an employee in the Netherlands (€775 initial costs, €120 costs per month), managing the working conditions (Arbodienst) and the occupational disability insurance (Verzuimverzekering) (€205 per year), paying of wages and taxes, domiciliation of post, telephone (€165 initial costs), intermediary service for the translation companies ViaVerbia and Traducta (€72 per hour), insurances and retirements from a reserved account (€495 per year).

3. **Network of members**: organization of events (from €2000) and service of membership on four levels:
   - Patronage: €2317 per year.
   - Enterprise: €1011 per year.
   - Small- and medium sized company: €545 per year.
   - Freelancer: €219 per year.

There is no doubt that the *CFCI* is of added value to French and Dutch professionals and enterprises as it enhances the visibility, relationships and provides a personalised service.

Performance 2016 and 2017 and the expectations for 2018

Figure 3: Revenue 2016 and 2017 and expectations for 2018 in euros (Jaarverslag 2017 Franse Kamer, 2017)

As it can be retrieved from the figure above, the turnover of the *CFCI* has grown by 24% in 2017. For 2018, a small growth of 2% is expected.

1.3 Literature review

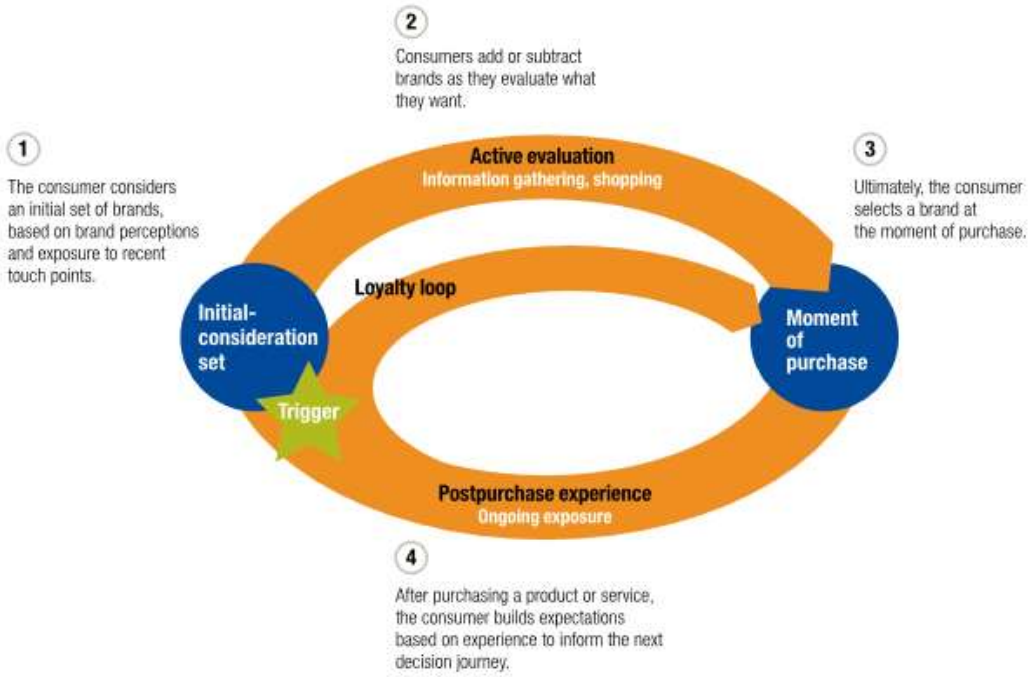
This section includes a literature analysis of the concepts upon which the problem statement and research questions are based. It was found useful to start with the costumer decision journey as this tool is used to determine how content marketing can be implemented. How this process works is further researched by the use of interviews. After that, there had been put a focus on the first and second step of this model, which resulted into pre-researching the concepts content marketing, social media and visibility which are further explained based on academic sources. Finally, a conceptual model summarizes which elements good content marketing should include which leads to interest and attention by the internet users. The concepts mentioned within this chapter will be further researched within this report.

Recently, the buying behaviour of consumers has changed. Instead of buying a product that consumers like, the aim nowadays consists of a product that includes more service characteristics: the quality, the uniqueness and the service approach by the company itself. The main goal of marketing is to seek the moment in which a consumer is open to influence (Elzinga, 2009). A specific approach to determine this moment is called the customer decision journey.

This decision-making process can be seen as a circular journey, which includes four important phases as battlegrounds on which a marketer can succeed or fail. The first phase is the initial consideration, the second phase includes the process of researching potential purchases, the third phase the closure, when consumers buy brands and the last step includes the post-purchase, when consumers

experience them. The tool is very useful to determine the strength of a brand compared to competitors at different stages and to identify opportunities and threats based on the different stages.

Figure 4: Decision-making process as a circular journey (Elzinga, 2009)



This research is based on the first two steps: the brand consideration and the evaluation of brands. Therefore, this research is going to look for information on how internet traffic can be generated. Hereby, it is researched how the visibility of a website and social media can be increased and what the content has to include.

Generating more internet traffic

Today's number one challenge faced by companies is to generate more internet traffic (Gehl, 2017). Search engines like Google can be of important use in order to generate traffic to a company's website. A method of attracting more visitors to a company's website and social media channels is called Search Engine Marketing (SEM). This type of marketing can be divided into two parts: Search Engine Optimization (SEO) and Search Engine Advertising (SEA).
The process of improving the website's or social media's visibility in a search engine results page like Google, is called Search Engine Optimization (SEO). The higher a website is ranked on the search results page, the more internet traffic will be directed to the website (Gupta, Miglani, Sundriyal, 2013). SEA is the method of increasing a company's visibility on the internet by publishing advertisements on Google. This is the same for social media. Normally, a company pays per click.

In addition, visibility is crucial for a website in order to gain more visitors. An important element of visibility is the presence of 'community-engaging' pages, like a page that supports blogs on a website or provides links to external social media platforms such as Twitter. Therefore, websites with more 'community-engaging' pages, will automatically have more visibility. Also, research shows that websites with more specific content normally have a lower visibility, while websites with more out-links normally have a higher visibility (Pant, 2017).

It cannot be stated more clearly: social media is a hybrid element of the promotion mix. Content, timing and frequency are the main elements of controlling the social media. Methods for engaging customers are for example blogs and social media tools like Instagram (Faulds, 2009). Social media can exist of word-of-mouth forms including blogs, company-sponsored discussion boards, chat rooms and consumer-to-consumer e-mails. Moreover, it is very important, in order to implement social media successfully, that the social media is in line with the integrated marketing communications of a company (Faulds, 2009). Social media enables companies to talk to their customers and customers to talk to each other. Social media springs from mixed technology and media origins that enable instantaneous, real-time communication and utilizes multi-media formats and numerous delivery platforms with global reach capabilities.

Content Marketing

Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly-defined audience – and, ultimately, to drive profitable customer action (Content Marketing Institute, 2018). In the past, companies did not get the opportunity to promote their brand and therefore increase the brand awareness. Nowadays, companies can easily use the internet as a promotion tool. Therefore, it is crucial for a company to keep its brand promotion up-to-date and to repeat a particular aspect in order to stay with the potential customer (Charski, 2017). By doing this, people will feel connected to the brand.

It is important to know how to target audience should be reached. The user's attention and interest to buy a product or a service is associated with each stage of reaching the target audience (Repovienė and Pazeraitė, 2016). A strategy should therefore be chosen that is focused on attention and interest stages. Attention is the first step in order to reach a customer. The customer pays more attention to information if the main browsing content does not require too much concentration (Szabo, Huberman, 2010). Simplicity is therefore crucial. However, only a small percentage of information gets more interest (Szabo, Huberman, 2010). Engaging a customer to its company is therefore crucial. It is important that the marketing content corresponds with the information that is wished by the users. Customers will eventually click on the website or link when there is an interest to gain more information.

Although content marketing is being used by more brands these days, it is seen as quite a new concept. The importance of content quality includes variety of features, which the quality should include in order to attract people to its website and more importantly, to increase their interest. These features can be seen as a separate content marketing element. In high-quality digital content, 7 characteristics should be included: relevance, informative, reliability, value, uniqueness, emotions and intelligence (Repovienė and Pazeraitė, 2016). The following table shows the seven characteristics and specifies them into meanings.

Element Content Marketing	**Meaning**
Relevance	Including the usefulness of interest.
Informative	Explain why content is that interesting and what can it mean for someone when making use of the brand's products and/or services.
Reliability	People's trust can be taken away when content is not reliable.
Values	When content is valuable, the level of interest of people will increase.

Uniqueness	The brand should stand out and wins the consumer's attention in the competitive online space.
Emotions	Emotions can affect people and increase their level of enthusiasm.
Intelligence	Marketing content should include a smart content in order to make it trustworthy for the group of interests.

(Repovienė and Pazeraité, 2016)

Content marketing should include a mind-set from the buyers prospective (Pulizzi and Barrett, 2009). Hereby, the purpose is not to promote the company's own services or products, but to sell a story to the customers and prospects including key industry issues e.g., which sometimes involves the company's products. In order to discover the buyers prospective, a complete study should be done regarding the customers' and prospects needs for information. The BEST formula can be used for creating a Strategy (Pulizzi and Barrett, 2009):

- *Behavioral:* What is the communication's purpose?
- *Essential:* What is the message of the information?
- *Strategic:* Does the Content Marketing integrate in the company?
- *Targeted:* Is the content targeted to the customers' needs?

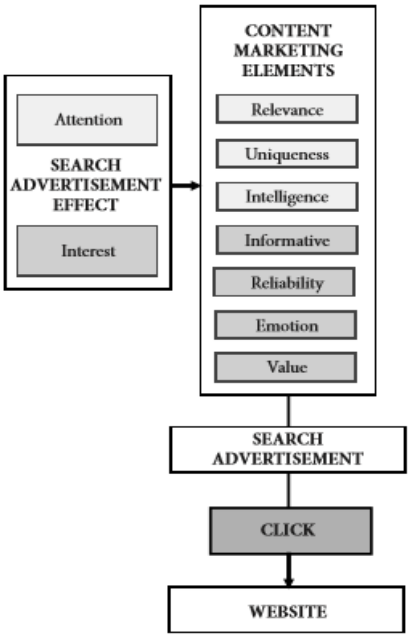
However, for this research it was chosen to use the findings of Repovienė and Pazeraité (2016) as concepts for this research, as those concepts can be implemented in the survey and give an insightful look in the *CFCI's* clients, members, partners and prospects' needs for information. However, Pulizzi and Barrett's (2019) BEST formula can be applied to the implementation plan that will be written for the *CFCI* based on the findings of this research.

Conceptual model

The theoretical model of content marketing elements' influence on search advertisement effect will be used for the development of this research. In this model, it can be well known how people make their choice for clicking on a website. Two effects are included in the search of advertisement effect: attention and interest. Important elements for content marketing are: relevance, uniqueness, intelligence, informative, reliability, emotion and value.

This model will be used to measure the French Chamber of Commerce's effectiveness on content marketing. A survey will be carried out including questions based on these elements. The following figure shows the content marketing elements' influence on search advertisement effect (REPOVIENĖ and PAŽĖRAITĖ, 2016) .

Figure 5: Theoretical model of content marketing elements' influence on search advertisement effect (Repovienė and Pazeraitė, 2016)



1.4 Problem analysis

As a non-profit organisation, specific problems can be tackled and solved in order to operate in the best possible way for both the national and international market.
The *CFCI* currently faces the problem that the organization performs insufficiently in the field of content marketing, while at the same time it is seen that more companies show their professionalism by the implementation of this method. As the *CFCI* is an institution that is dependent on its network, content marketing is necessary in order to stick to the competitors' trends. Besides that, the *CFCI* always needs to facilitate contacts in order to gain its revenue. The *CFCI* is aware of its weakness of an insufficient performance in the field of content marketing and therefore sees the opportunity to implement a good content marketing strategy in order to compete with its competitors. Therefore, this research and eventually an implementation plan is needed.

By implementing content marketing, there is the wish to eventually increase the revenue by the purchased services by the *CFCI's* clients and members. The turnover of 2017 was €208.450,-, divided into €125.070 (60%) generated by members and €83.380 (40%) generated by clients. The opportunity lies in both attracting more people to the CFCI and therefore increase the revenue.

This problem mainly concerns the *CFCI* itself, as the non-profit organisation is behind the competition in the field of content marketing. The *CFCI* has a shortage in its know-how of publishing information on its social media and website that should meet the needs from its network. Therefore, this problem also concerns the *CFCI's* network consisting of clients, members, partners and prospects. It can be assumed that this network is interested in the *CFCI's* content, but their needs are not met yet.

As it can be seen in the trends described in this thesis, the use of content marketing has increased over the last ten years. Therefore, the *CFCI* is aware of the fact that a content marketing strategy has to be implemented in order to succeed further on both the French and Dutch market in the field of French-Dutch trade relations.

By doing research in what needs people have for information on the *CFCI's* website and social media, interviews were held with professionals and a survey was filled in by the *CFCI's* members, clients, partners and prospects. A content marketing can be eventually based on these results. The *CFCI* wishes to receive some recommendations about improving their website and social media, which will lead to the result of acquiring more visitors to the website and more security for the Chamber, as more revenue of income will be generated.

1.5 Problem Statement

The threat that the *CFCI* currently faces is that the institution is not up-to-date with its content marketing. As the *CFCI's* competitors are offering more information and reaching their target group on the web, the *CFCI* wants to respond to the opportunity of reaching this by implementing content marketing. Therefore, this research is essential to be carried out. The Chamber nowadays consists of around 200 loyal company members and had 39 new clients last year. The ideal situation would mean more budget and therefore more possibilities for the *CFCI.* Therefore, a research into marketing content (website and social media) is crucial according to Mr Carquillat in order to gain a competitive edge in the French-Dutch trade relations market. If the *CFCI* does not take further action, there is the possibility of becoming weaker in the competition.

1.6 Research questions

This research will be developed to answer the following main research question:

How can the *CFCI* generate more visitors to its website and social media by improving its current content marketing strategy?

The main aim of this research is to meet the opportunity of content marketing that is already implemented by the *CFCI's* competitors. Thereby it is wished to provide the *CFCI* with information related to its current position according to the use of social media and the website and how the organisation can acquire more clients and members.

In order to be able to answer the research question, three sub-questions have been established. **Sub-question 1: Which content elements should be part of the CFCI's website and social media?** By answering this sub-question, it has to be determined what a good content marketing strategy should include and how a brand's visibility can be increased on the internet by means of SEO. Visibility is the overall presence of a brand or its products in the general consumer environment (Bigcommerce, 2018). In order to answer this sub-question, interviews were held with the use of semi-structured questions with the communication department of the Netherlands Embassy in Paris, the International Chamber of Commerce in Paris, Invest in Lyon and the company Econocom.

In these interviews, elements from the literature review were assessed and used as guidelines. The main elements are: content, timing and frequency for social media and for the website, community-engaging pages and out-links. This is done in order to see how the marketing content should be formed for the French Chamber of Commerce. The structure of the main elements can be found in the operationalization table in Appendix 1.

Sub-question 2: What are the successful elements of the content marketing strategies of other French Chambers of Commerce?

This sub-question answers the marketing content related to the other French Chambers of Commerce. The sub-question was answered based on desk research. This desk research includes a learning process from best practices.

Sub-question 3: What are the needs for information according to *the CFCI*'s clients, members, partners and prospects?
According to the information within the literature review, content marketing, on which this research aims to improve, should consist of different elements: relevance, informative, reliability, value, uniqueness, emotions and intelligence. Therefore, six sub-questions for sub-question 3 have been conducted:

1. Concept: Relevance
- What kind of information for marketing content is relevant?
2. Concept: Informative
- Which elements are found *informative* by the visitors of the website and social media?
3. Concept: reliability
- Which elements emphasize on the reliability of the marketing content?
4. Concept: value
- What makes the information that the CFCI provides valuable?
5. Concept: uniqueness
- What makes the information that the CFCI provides unique?
6. Concept: intelligence
- Is the information that the CFCI offers 'intelligent'?

It is decided to leave the concept 'emotion' out of consideration, as during a meeting with the *CFCI* it has been concluded that this concept does not apply to the *CFCI's* network and no clear questions could be formed about this element. Finally, it is not expected that the content marketing has any emotional influence on a visitor of the *CFCI's* website or social media, as the professionals are involved to the *CFCI* due to business interests.

1.7 Research aim and objectives

The aim of this research that is executed for the *CFCI* is to answer the main question and to develop an implementation plan for the *CFCI*. By implementing this content marketing strategy, the main aim is to share marketing content in order to build up relationships with the target groups, so that a positive Return on Investment can be generated. In other words, it is wished that these groups become members or clients to the *CFCI*. Hereby, it is the goal to increase the total turnover by 3% after implementing a new content marketing strategy. The association stated that by more revenue, more possibilities are possible like more events can be organised.

In addition, this research consists of four smaller objectives. First of all, it is wished to determine which content elements should be part of the CFCI's website and social media by the execution of the interviews. Secondly, another objective is to come with clear results of the content that is implemented by the other French Chambers of Commerce that are studied in the desk research of this research. Hereby, it is wished that the results will be a use to the improvement of the content marketing strategy. Thirdly, the objective is to gain insight into the needs of the CFCI's network that consists of members, clients, partners and prospects in order to improve the content marketing strategy as well.

From there, finally, it is wished to execute a final product in the form of an implementation plan including an estimated budget in means of time and money. This plan will contribute to the improvement of the *CFCI*'s content marketing and therefore help the *CFCI* to minimize the threat of competition in the field of content marketing and will eventually gain a higher position in the competition.

1.8 Environmental and ethical aspects

Environmental aspects

This research does not produce any ecological negative effects as interviews were held by conference calls and a survey by e-mail, but also due to the fact that the French Chamber of Commerce provides a service. This service includes advice and support for French or Dutch companies and individuals to do business or launch a company in the French or Dutch market. The service of the *CFCI* would therefore not lead to a better environment in terms of global warming or less CO2. However, the French Chamber of Commerce contributes to a better business environment as it brings French and Dutch companies and professionals together. Moreover, this service enhances sustainability for businesses because it enhances the continuity of the companies and providing clients with more qualitative information will most likely lead to less mistakes and bankruptcies in the end.

Ethical aspects

As the *CFCI* is a non-profit organisation its key aspects are: accountability, trustworthiness, honesty, and openness. The trustworthiness must be protected all the times as the *CFCI* deals with individuals and gets to know a lot of information about them which should be treated confidentially. The individuals who filled in the survey, will always be anonymous. The persons will only respond voluntary and there are no negative consequences for the respondent. The results provided by the respondents are handled confidentially.

1.9 Reading guide

This research consists of the different steps that need to be executed in order to answer the main question and to give recommendations on how the *CFCI* should change its content marketing on its website and social media. From this point, a final research product is delivered.

This research proposal starts with a description of the research methods. This part includes a description and motivation of the research design and type and a description and motivation of the research units. Furthermore, this chapter provides a motivation on how the data was collected from the interviews, the desk research and the survey. Also, this chapter tells how the data was analysed and gives a description of the operationalisation model, in which the sub-questions are categorized in concepts, dimensions and indicators. Lastly, a motivation for reliability and validity is given and also the limitations are stated that relate to this research.

Afterwards, the most significant results are presented in the chapter Results. These results are retrieved from the interviews, the survey and the desk research. Only the most important results are mentioned within this chapter. All detailed results can be found in the appendices.

In the chapter that follows, a reflection is given on the literature findings compared with the research results. In this chapter, a self-reflection is given as a researcher in which the strong and weak points are mentioned.

Moreover, the chapter 'Conclusion' can be found. This conclusion contains both an answer on the sub-questions and on the main question of this research.

Finally, the final chapter consists of recommendations. The motivation for these recommendations and its feasibility in terms of money and time are underpinned. Eventually, cost and time calculations based on these recommendations (in the form of an implementation plan) will be carried out and presented at the Defence presentation on the 18th of June 2018 at the HZ University of Applied Sciences.

2. Research method

2.1 Description and motivation of research design

Descriptive research is the kind of research that was used for this research as this research aimed at describing of what content marketing should include. In order to conduct this research, three research methods were used: qualitative research by means of interviews, desk research and quantitative research in the form of a survey. These methods were useful to find information about marketing content and a content marketing according to five professionals and the *CFCI's* clients, members, partners and prospects in order to answer the research's main and sub-questions. The method of quantitative research fitted within descriptive research as it concerned questions regarding frequencies. However, exploratory research was also implemented by the mean of interviews and did not provide frequencies, but instead opinions and best practices regarding content marketing. The interviews were held with someone in charge of social media at the Netherlands Embassy in Paris, with a professional from the International Chamber of Commerce in Paris, with a communication expert of Invest in Lyon and finally with two communication experts of the company Econocom. The desk research is based on the websites and social media channels from the other French Chambers of Commerce. Lastly, the questionnaire consisted of questions related to the six elements like relevance and uniqueness that were asked to the members, clients, partners and prospects of the *CFCI*.

2.2 Description and motivation of research type per sub question

As it was shown before, this research consisted of one main question and three sub-questions. By answering the three sub-questions, the main question was answered.

Firstly, in order to answer the first sub-question: **Which content elements should be part of the *CFCI's* website and social media?** the method of interviewing was used to provide data and belongs to qualitative research. Hereby, semi-structured interviews were held. This means that the questions for the interviews were already set up, but there was the possibility to divert. This allows the possibility for new ideas and recommendations. Five professionals who work in the field of communication and marketing participated in the interviews.
Secondly, in order to answer the second sub-question: **What are the successful elements of the internet strategies of other French Chambers of Commerce?** desk research was chosen as an effective research type. The data was retrieved from the internet in articles and the website of the Chamber of Commerce which are examples for the *CFCI*. In a meeting with the Mr Carquillat, it was decided to focus on 8 French Chambers of Commerce abroad which are the French Chamber of Commerce in Great Britain (CCFGB), the German-French Chamber of Industry and Commerce (AHK), The French Chamber of Commerce in Singapore (FCC Singapore), the French Chamber of Commerce and Industry in Hong Kong (FCCIHK), the French-American Chamber of Commerce (FACCNYC), the French Chamber of Commerce in Barcelona (CCI France Espagne), the French Chamber of Commerce in Belgium (CCI France Belgique) and the French Chamber of Commerce in Sweden (CCFS). Finally, the last sub-question is as follow: **What are the needs for information according to *the CFCI*'s clients, members, partners and prospects?** In order to answer this sub-question, quantitative research was used in the form of a survey that was conducted by the *CFCI's* clients, members, partners and prospects.

2.3 Description and motivation of research units

In case of a large population of the units of analysis, a sufficient sample size must be determined (Baarda, 2014). This research consists of two research units: firstly, the professionals related to content marketing (Netherlands Embassy, International Chamber of Commerce, Econocom and Invest in Lyon) and the *CFCI's* members, clients, partners and prospects. The five professionals were

Nynke de Vries, Senior of Communication and Culture at the Netherlands Embassy in Paris, Jannemiek Starkenburg, Senior Marketing Communications Consultant at Econocom, Jordy den Hollander, Online Communications Specialist at Econocom, Aurélie Magnin, Communication Project Manager at Invest in Lyon and Anicia Oeser, Communication, Marketing & Events Manager at CCI International. Together with the *CFCI's* team, it was determined to interview those five professionals as it was expected that they would give insightful information about which content elements should be implemented by the *CFCI*. The first sub-question was answered by those five professionals. The second sub-question however, included a desk research and no research units were needed. Lastly, the third sub-question was answered by the clients, members, partners and prospects of the *CFCI*, who were asked to fill in a survey. It was determined to choose this population as they were relevant to the *CFCI* as it was wished to gain insight into their needs for information. Therefore, the *CFCI*'s CRM system was used, which provided to the data of the population like the email addresses.

A total of 66 respondents filled in the survey, while the survey was sent to 300 professionals that were retrieved from the *CFCI's* CRM system. It was calculated on Raosoft that a sample size of 56 respondents was needed for this research. It was seen that especially professionals of the sector Transport and Logistics answered to the survey and especially members of the *CFCI*. This was probably because those respondents felt more connected to the *CFCI* than a prospect does for example.

2.4 Data collection

The interviews were held and recorded by the use of conference calls and by email. The data that came out from this research method was used to answer the first sub-question. The coding labelled and transcribed interviews can be found in Appendices 3 and 4.

Furthermore, in order to answer the second sub-question, the method of desk research was implemented. By collecting data through the websites and social media channels from the other French Chambers of Commerce, an answer could have been provided to the second sub-question. The search strategy included a research to the implementation of the concepts that were described in the operationalization model. The data from the desk research can be found in Appendix 5.

Lastly, for answering the last sub-question, the method of qualitative research in the form of a survey was used. The survey was sent out in week 15 of the year 2018 and was open till week 17. The survey was created on Google Surveys as this is a free tool with which a survey can be created. Also, Google Surveys gave the possibility to send a link of the survey by email. Due to an unavailable budget, it was determined to not include Incentives to the survey. The survey and the results can be found in Appendix 6.

2.5 Data analysis

The interviews were done orally by conference calls. The advantage of the interview via conference calls was that it was considered as respondent-friendly, the process could be controlled and there was a low non-response. The interviews were semi-structured which meant that the questions were already set up, but there was the possibility to divert. Quotes were used from the interviewees in order to support a statement or result. For this type of research, the scope of the population was limited as only five professionals were approached. The interviews were semi-structured as questions had been developed beforehand, but there was an opportunity for the enrichment of opinions and best practices of the professionals. Transcribing is the method that was used to analyse the data of the interviews. By coding the data, the main findings became clear. The information retrieved from the desk research was written within this research. Desk research was used to gather information about which content is used on the websites and social media of the other French Chambers of

Commerce and what a marketing strategy should include. All the data was collected and analysed within this document itself. Lastly, the survey was done with the use of Google Surveys, which is a tool that provides a visualization in the form of graphics that were used to analyse the results.

2.6 Operationalisation

The way in which the data was collected was an important next step after determining the research question, the research design and the sample group. This step was called operationalization. Operationalization is the translation of abstract constructs into measurable variables (Baarda, 2014). How the operationalization of the survey, the desk research and the interviews were constructed, can be found in the appendix 1.

2.7 Reliability & validity

This chapter deals with the reliability and validity of this research and its methods. The quality of the data collected is determined by both reliability and validity (Baarda,2014).

Reliability

Reliability is the extent to which a measurement is independent of chance (Baarda,2014). The reliability to the method of qualitative research in terms of interviewing was limited, as only five professionals were interviewed. However, these five interviewees are professionals that deal with content marketing every day as they work in the sectors of communication and in the professional field.

The survey on the other hand deals with a high level of reliability by above determined sample size of 56 participants by the use of Raosoft. For that reason, the survey did not only depend on one or a few persons. The survey gave the possibility to be filled in by members, clients, partners and prospects. This gives a reliable image of the opinion per target group. However, only 66 people filled in the survey, which represents 22% of the total as 300 people were invited to conduct the survey. Therefore, the reliability of the survey would be of more value when the survey had been conducted by more respondents.

Furthermore, before the participants conducted the survey, information was given that included anonymity as well as handling their answers with confidentiality. In addition, the survey was only sent to the *CFCI's* clients, members, partners and prospects, in order that the survey was filled in by the right group of interest. The survey mostly consisted of multiple choice questions, which avoided random answers. However, the survey also consisted of some open-questions. Finally, the data was reliable as the survey was filled in by persons that are professionals in the working field.
This research finally consisted of the method desk research. The data collected by the use of this method can be seen as reliable, as the sources only consisted of other credible resources.

In short, the method of triangulation was chosen for doing research for the *CFCI.* This method gave a very insightful look into content marketing and its features as information was retrieved from desk research, interviews and a survey. Therefore, professionals in the field of communication, the *CFCI's* clients, members, partners and prospects and literature were involved to this research.

Validity

Validity knows two distinctions (Baarda, 2014) which are construct validity and ecological validity. First of all, a literature review was conducted by the researcher in order to gain more insight into the theory of attracting more internet traffic, which led to the strategy and general research topic: content marketing. Secondly, the questionnaire and the interviews did not include difficult language, on the contrary, positive and simple questions were asked to avoid misunderstandings. Moreover, the concepts were chosen by the researcher in order to make the research measurable. This can be found in paragraph 1.3. Finally, the interviews were semi-structured, which meant that a careful

preparation has been conducted beforehand and that useful insights were gained in the end, as there was the opportunity for ideas and suggestions by the interviewees.

2.8 Limitations

A limitation that is significant within this research, is the fact that the template for the *CFCI's* website has already been set up by the International Chamber of Commerce. This is a regulation to which the *CFCI* has to stick to. It is chosen to apply this limitation as the *CFCI* wishes to receive recommendations on its content marketing. From that point, the *CFCI's* content can be improved by starting out a plan of implementation. Another limitation is the fact that only the clients, members, prospects and partners of the *CFCI* conducted the research and no other visitors of the website or even the employees of the *CFCI* itself. Another significant limitation is the fact that only five people were interviewed in order to collect data for this sub-question. This is due to the fact that this research took a lot of time. Moreover, the five interviewees were specialists in the field of marketing and social media and were therefore relevant to this research. Therefore, a certain amount of data was collected as this research is eventually done by one researcher, despite the help and assistance of other professionals.

3. Results

The most significant results of this research are presented in this chapter. The results are split into three parts that respond to the three sub-questions. The first part includes the main findings related to the interviews, the second part includes the most significant results of the content marketing strategies of the other French Chambers of Commerce abroad and the last part includes the main results retrieved from the survey. Percentages are round to whole numbers and moreover, findings from the interviews are substantiated by the interviewees' quotes.

3.1 Interviews

In this section, the data that has been retrieved from the interviews is stated. The data is divided into the topics that were handled during the interviews.

Communication platforms

All five professionals stated that the company they work for uses three communication platforms, which are Facebook, Twitter and LinkedIn. Hereby, Facebook is especially used for general information and Twitter and LinkedIn for deeper, more detailed information. Jordy den Hollander stated that, "We use Facebook as a living room. This means that general information about our company is put on this platform.". "By publishing general information, prospects can be easier lead to the company, while by publishing more detailed information, the contacts will be motivated to come to action, by making a purchase.", stated Jannemiek Starkenburg.
The Embassy also tried to use Instagram, but does not recommend this according to the fact that "the availability of original pictures" (Nynke de Vries), are therefore needed. Finally, another communication platform that was used by Mrs Starkeburg was YouTube. Facebook and Youtube are according to her used for BtoC and LinkedIn and Twitter for B2B.

Elements of content marketing

Subjects

It can be stated that the subjects from the five professionals deal with the actualities, like the new General Data Protection Regulation (GDPR), the upcoming events, success stories, market and company information. According to Jordy den Hollander, 'Econocom publishes mostly information about blogs, actualities, trends and annual figures. An example is: 'What are the top 5 of digital trends of 2018?''. Jannemiek Starkenburg advised to organise company brainstorm sessions about interesting topics that can be used to publish information about. Moreover, the five professionals stated that it is also relevant to see what your example companies publish information about and which topics your competitors use. It is stated that a competitor analysis can hereby be of great use (Jannemiek Starkenburg, 2018). This respondent also advised to create a planning and a calendar based on the chosen subjects. Finally, the CCI International publishes information about events, other French Chambers of Commerce, information about the French market and news actualities.

Communication tools

Invest in Lyon uses videos, sector and general newsletters, brochures and argumentation forums, while the Netherlands Embassy uses videos and blogs, but the new regulation includes that the content is delivered from the ministry in The Hague. Econocom offers the content in blogs, news and trends messages, press releases, vlogs (only intern) and video´s. Finally, the CCI International publishes its content through articles, videos and documents like a brochure.

Frequency

On average the interviewees publish information three times a week on LinkedIn and Twitter and on the website only when it is relevant. ´The disadvantage of a website, is that it should be always up-to-date', stated Nynke de Vries. Both Econocom and the Netherlands Embassy publishes daily content on its social media accounts. Invest in Lyon tries to publish every three days content on its

social media per week. The CCI International however, publishes sometimes nine days a week content on its Twitter account. It is advised by the respondents to include a certain rhythm on social media in order to gain the target group's trust.

Timing
The question was asked during the interviews if the interviewees have specific days on which content is published by their company. Monday, Wednesday and Friday were the most used days of publishing. Nynke de Vries stated that she publishes or in the morning, or in the end of the morning, or in the beginning of the afternoon or in the end of the afternoon. Jordy den Hollander stated that most users are online between 11 a.m. until 14 p.m. 'However, more companies are aware of the fact that these are effective hours for publishing content. You have to determine whether you want to go for the most effective hour, or you will vanish in high amount of social media posts at this time.'. Jordy den Hollander advised to use the tool 'Followerwonk' to see when the followers are especially active.
Jannemiek Starkenburg thinks that the most effective times are just before lunch time, because many people have lunch behind their desk and like to have something to read in the meantime. However, she strongly advised to test the what the most effective times are for the *CFCI*.

SEO & SEA
It is stated that a website's and social media' visibility can be increased by defining the words that the internet users are searching for. Jordy den Hollander stated that it is the most effective to implement these words in the articles that are published about. However, not too much attention should be paid to this, as every target group works differently.
When a search word is very effective for your social media and website, this word can be bought on Google AdWords. According to the interview with Jannemiek Starkenburg, the period can be chosen in which you want to use the tool. This method is called Search Engine Advertising (SEA).

Tools for effective communication
On the communication platforms, advertising can be arranged. For this, a certain fee has to be paid. According to the interview with Nynke de Vries, this promotion tool was very effective for the implementation of the Embassy's content marketing strategy on Facebook. Furthermore, Jannemiek Starkenburg strongly advised to determine each of a company's target group with the use of the customer decision journey. Due to the survey, it is seen that the majority of the respondents has already bought a service of the *CFCI* and some are new. Therefore, content can be based on both the first step of the customer decision journey, the initial consideration, and the last step, the post-purchase. 'Due to this, your content can be adapted to the wishes from the target group, so that the target group will eventually be reached'.

Tips and best practices
The interviews were finished by the final question if the interviewees had tips or best practices for the *CFCI*. According to the information sent by Anicia Oeser, it is important that there is a certain rhythm on your social media, so that the target group becomes accustomed to it. With the tools 'Agorapulse, Buffer or Hootsuite' a planning can be made, an overview of all the social media channels you use and it is possible to create a post in advance. In addition, using visuals in order to put appealing messages indicating all the advantages of your company. Make sure that the visual's format is in line with the social media channel and that a small text is written beside the visual. Also, a stimulation of the action is recommended. This means that followers should be called to action. This can be done by stimulating them to share your post or an action like 'visit our website' can be implemented. Finally, it is crucial to determine which subjects and persons are mentioned within a post. This can be simply done by using hashtags, mentions and by tagging a relevant contact. It is therefore very interesting to create a list of relevant hashtags and relevant accounts that can increase the visibility of your social media posts.

Jannemiek Starkenburg recommended to start by creating a blog, write and publish an article every week and share this article through the social media channels. The most useful recommendation was made by Jordy den Hollander who stated that content marketing should include rather the buyer's prospective than a company's product or service.

All the results of the interviews can be found in Appendix 2.

3.2 Desk Research

This paragraph includes the results of a study into the content marketing strategies of the other French Chambers of Commerce that are present abroad. For every French Chamber of Commerce, a research was done into their individual content marketing strategy. Therefore, an analysis was given of the website and social media activities related to the specific French Chamber of Commerce.

Website

All the French Chambers that were investigated for this research, maintain a website and most of them have the same lay-out and structure as the *CFCI* has. However, the CCFGB, the CCI France Belgique, The AHK and the CCI France Belgique have websites that differ from the *CFCI*. This is because those French Chambers of Commerce have less restrictions from the CCI International, which makes them operate more efficiently and independently. It can be stated that all French Chambers of Commerce have the same mission as the *CFCI* and this is clearly shown on the websites. However, there are some very interesting differences in information that is published on the websites.

First of all, it is seen that the French Chambers of Commerce publish more information about the members than the *CFCI* does. For instance, the CCFGB has an advertisement of the member VINCI which promotes that company in Great Britain. Moreover, the French Chambers of Commerce publish member offers on its websites, which includes discounts of company members' products for members of that French Chamber of Commerce. In this way, more visitors are led to the website resulting in a higher conversion. In addition, the FCC Singapore also offers a discount of '10% off food raciness on à la carte menu'. Furthermore, the FCCIHK offers business services of translation.

Secondly, the French Chambers of Commerce publish information about both the French market as the foreign market they operate in. For instance, the CCFGB provides a section to the British companies with an explanation why the French market could be interesting for British companies. It can be stated, that those French Chambers of Commerce focus both on the French companies, who they want to attract to the foreign market, and the companies and professionals of that foreign market to the French market. For example, the French Chamber of Commerce in Sweden describes the French presence in Sweden and the Swedish presence in France.

Thirdly, the French Chambers of Commerce sell books on their websites. For instance, the FACCNYC sells a book that offers information about doing business in the United States. Also, the CCFGB offers a case studies in the form of books. However, the publications are complimentary to its members, but are also sold to the general public (CCFGB, 2018). The CCFGB offers for example a book that is called 'The Franco-British Trade Directory'. Moreover, the CCI France Belgique offers a brochure about its Chamber of Commerce on the website.

Fourthly, some French Chambers of Commerce use appealing cover pictures. Like cover picture of the FCCIHK changes every five seconds. It displays a photo of the candidates, a photo of the HongKongEcho magazine, a photo about the open innovation forum and a photo about a guide of doing business in HongKong in French. In addition, the French Chambers of Commerce uses

overviews of significant numbers related to that French Chamber of Commerce. For instance, the CCI France Belgique uses this picture down below to attract more members and clients to its Chamber.

Figure 6: Visualization of network of the CCI France Belgique

Fifthly, information is easier to access on the French Chambers of Commerce' websites. For instance, the FCCIHK provides a link on its home page that directly leads to the inscription for its newsletter. Moreover, the website gives the opportunity to find every newsletter of the last couple of years. This is also the case for the French Chamber of Commerce in Barcelona.

Social media

It can be stated that every French Chamber of Commerce of this study is in charge of social media. The three most used social media channels are Facebook, Twitter and LinkedIn. Only the FACCNYC uses Instagram as a social media tool. In general, the Facebook and Twitter are open to access to everyone that wants to follow that specific French Chamber of Commerce. LinkedIn, on the contrary, is not always open to everyone. The FACCNYC's LinkedIn page e.g. is only open for its members. In this way, the FACCNYC categorizes its target group. The subjects that were taken in mind to collect data about were the content, the lay-out, the frequency, the timing, etc.

Content

The most used topics that are shared are in line with the information that is provided on the website. In short, these topics are the French Chambers' events, photo galleries, new members and other actualities. The French Chambers also publish content about their services, news articles about economical situations like the FCC in Singapore does and member news. Additionally, more information was published about the French market itself, in order to attract foreign businesses to the French market. The FACCNYC e.g. has put a post on its Twitter account about the attractiveness of the French business market. Finally, content is also published about general topics that can appeal to everyone, as the FFCIHK did about the International Day of Happiness, as can be seen in the picture below.

Figure 7: FCCIHK's post about the International Day of Happiness

Lay out

As on LinkedIn, Twitter and Facebook a cover picture always has to be chosen. The FCC Singapore uses a very appealing cover picture: it shows significant facts of its Chamber. In this case: 650 member companies, 120 companies supported in their development, 200 events per year, 4000 contacts and 18 committees. Most of the French Chambers of Commerce use the first column on its Twitter, Facebook and LinkedIn with a description of its Chamber and its services. This immediately gives a clear image of what the French Chamber of Commerce can mean for a visitor. What's more, especially on Twitter hashtags are used in order to target.

Frequency

In average, the French Chambers of Commerce publish information on its social media channels every two days. It differs per French Chamber. The CCFGB is for instance, very active on its social media channels as it publishes information daily. However, the CCI France Belgique published it last post on LinkedIn ten months ago.

Timing

In general, the majority of the information is published in the morning. For instance, the FCCIHK publishes its information always in the morning around 10 or 11 a.m. However, some French Chambers also publish information after the lunchbreak in the afternoon.

All the findings of the desk research can be found in Appendix 3.

3.3 Survey

This part shows the most significant results of the survey that was filled in by the *CFCI's* members, clients, partners and prospects. In total, 66 persons have filled in the questionnaire. This implies to the recommended sample size of 56 respondents due to the validity of this online questionnaire (Raosoft, 2018). A reference is given with the corresponding question per result, which can be found in appendix 4.

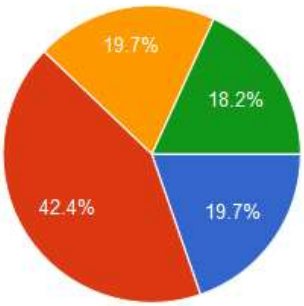


Figure 8: *CFCI's* respondents (N=66)

Target group & job function

As stated before, the questionnaire was conducted by 66 respondents, from which 54 respondents conducted the survey for clients, members and partners and 12 respondents the survey for prospects. When the question (q. 4) was asked 'What is your relationship with the *CFCI*?', 28 persons (42%) stated to be a member of the *CFCI*, 13 persons (20%) to be a client, another 13 persons (20%) to be a partner and 12 persons (18%) to be new to the *CFCI*. See figure 8. From the respondents (q. 1) 15% works in the manufacturing industry, another 15% in the industry of Marketing, Communication, HR and Media, 14% in the public sector and a majority of 35% works in another sector. The other 21% of the respondents belongs to the industries of recruitment, Agri-food, finances, tourism, transports and logistics and the sector of judicial sector.

Searched information

From this part, the survey was filled in by the *CFCI's* members, clients and partners only (N=54). When the question (q.6) was asked if the respondents had visited the website once, 82% has consulted the website, while 18% has not. When asking which information was searched for on the website (q.7), 26 votes went to the search for the events, 22 votes for consulting services, 18 votes for contact details, 7 votes for becoming a member, 3 votes for job offers and 2 votes for doing business on an international level. As more answers were possible, it is impossible to speak in percentages.

Communication platforms

The question 'Are you every day online on social media' (q. 10), was by 72% replied by 'yes' and 28% by 'no'. Despite the fact that the majority is daily online on social media, 54% believes that the CFCI should post only once a week information on social media (q. 11). The other 46% believes that twice or three times a week is sufficient.

The question 'Which communication platforms do you use the most?' (q. 12) showed that a majority of 45 votes for the website the most and 43 votes for the use of email. LinkedIn was the third most used option chosen by 39 votes, Facebook as the fourth by 28 votes and the fifth was Twitter by 35% 19 votes. See figure 10. In addition, when the question was asked which communication channel was the most used by the respondents (q. 13), the email came out with 44%. The second most used tool is the website by 22%, the third was LinkedIn by 19%. After that, Facebook was chosen by 9%, Twitter by 4% and Instagram by 2%. The clients, members and prospects have mostly chosen here the communication tool Email, while the partners have generally chosen for the website.

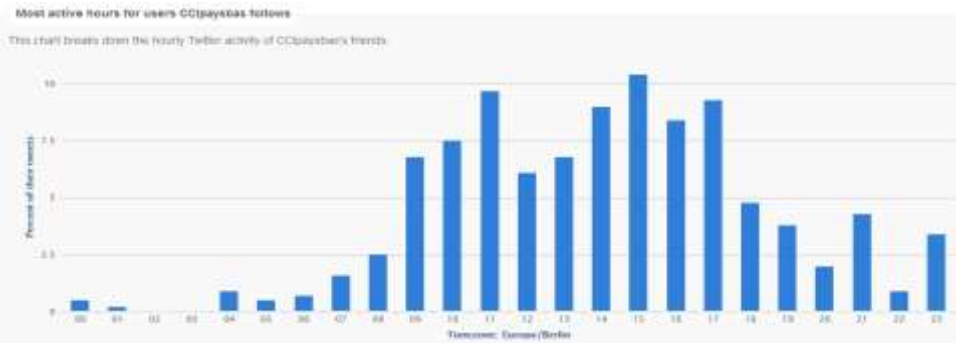
Information can be delivered in different forms. 'In which form would you like to receive the information?' (q. 14) was most of all responded by an email newsletter by 35 votes and after that by the use of articles 33 votes. 13 votes for receiving press releases and another 12 votes for receiving the information by the use of a blog. Finally, there were 21 votes for receiving the information in the form of audio-visuals, vlogs and podcasts. In addition, to the question 'In which subjects are you interested to receive information about?' (q. 15) 35 votes went to the economic developments in

both France and the Netherlands and 34 votes to the events of the CFCI. 28 votes went to the legislation in France and the Netherlands and another 52 votes in doing business in France or the Netherlands. It is remarkable that the members and partners are interested in more subjects and the clients are especially interested in abstract information as the legislation and the trends in both countries.

Time of activities

It was forgotten to add a question to the survey in which it is asked about the time when the prospects are mostly active on social media. Unfortunately, this could not be checked for LinkedIn, but it could be checked for Twitter by the use of a tool (Followerwonk, 2018). This tool registrates when the majority of the followers are active on Twitter. They more are active, the bigger the chance that a company´s message is seen. As can be retrieved from the figure 8 down below, the majority of the CFCI´s followers are active at 11 o´clock and 15 o´clock. See figure 9.

Figure 9: Most active hours for users CCIpaysbas follows



Needs for information

In this part, the results of the questions related to the respondents' needs for information are displayed. The average score per need for information can be found and an elaborated description is provided on the two needs 'relevance' and 'informative'.

Average score per need (based on CFCI's website's and social media's content)

Content marketing element	Average score (1-5)
Relevance	3,2
Informative	3,4
Reliability	4
Value	3,4
Uniqueness	2,8
Intelligent	3,6

Relevance

Question 16 demands if the respondents would appreciate it to read regularly content on the *CFCI*´s website and social media. A majority of 41% answered this question by the score of 3 out of 5 (q. 16), 24% by a 4 and 26% by a 5. The average score of this question was a 4. This shows that the respondents would like to receive regularly content, which is in contrast with question 11 which is

about the total amount of posts on social media, which was by the majority responded by once a week.

Informative
'The CFCI publishes regularly up-to-date information on its website and its social media channels' (q. 17) was responded by a majority of 57% with a score of 3, while 24% responded positively with a 4 and 7% with a 5. 9% answered with a score of 1 and 2% by a 2. In short, the average score of this question was 3,2. The respondents give neither a negative, nor a positive answer, but more or less a neutral answer. In addition, according to the question 'Due to the publish content I feel involved to the CFCI' (q. 18), the average answer was 3,2. 7% of the respondents gave a score of 1, 17% a score of 2, 41% a score of 3, 24% a score of 4 and 11% a score of 5.

The final question (q. 28) of the survey was closed by: Do you have further remarks, counsels or recommendations for improving our website and social media? The majority of the respondents said to have no further remarks, but the rest shared very interesting comments:

- Attach more videos to the content.
- Use success commercials and videos.
- Create a Facebook page.
- Use the service of a communication consultancy.
- Post more information about successful and innovative French and Dutch companies.
- Share more interesting content like best practices of inspiring businesses.
- More business updates.
- Concentrate on the website instead of social media.
- Offer the opportunity of an overview of all the newsletters.
- Focus yourself on the newsletters.
- Send your network a mail including your social media contacts.
- Follow Business France and the Netherlands Embassy in Paris and share their information.
- Improve the design.
- Be more active on LinkedIn.

Also, very positive comments have been made like: 'I find your information very interesting and the website is well structured', 'go on!' and finally: 'you publish very interesting content'.

Survey filled in by prospects

The results of the survey filled in by the prospects (N=54) and of the survey filled in by the clients, members and partners (N=12), show hardly any differences. Therefore, the three significant differences between the two types of surveys are discussed within this part.
First of all, question 12 asked: 'How important are the following elements to you?'. It is seen that the average scores of the dimensions 'relevance', 'informative', 'reliability', 'valuable' and 'original' are as follow: relevance = 3,8; informative = 4, reliable = 3,8; valuable = 3,8; original = 3,3. It is seen that informative is found the most important aspect, followed by relevance, reliable, valuable and original. In addition, when it was asked why the prospect has not become member yet (q. 13), 25% stated that a service of a competitor has already been used, while 17% states that there is no interest for the Dutch/French market. The other 48% states that the price of a service is too expensive, does not have the interest and uses already a service.
Finally, four recommendations were given (q. 14): to implement more interaction, to post more often, to use more concrete information and to respond rapidly to questions.

All the findings of the survey can be found in Appendix 4.

4. Discussion

In this chapter, the results of the desk research, the interviews and the survey will be reflected with the literature findings stated in the preliminary research. Moreover, a reflection on the research process will be shown within this chapter with regard to improvements for further research. Finally, this chapter is closed by recommendations for further research that are elaborated in chapter 6 of this report.

4.1 Comparison between Theory and Results

In the preliminary research it was first of all stated that the moment should be sought in which a consumer is open to influence by the use of the costumer decision journey (Elzinga, 2009). During the interviews, it was stated that Buyer Personas should be created in order that the right content fits with the right target group. In addition, the survey has shown that 54 respondents have already used a service from the *CFCI* and that 12 have not. Therefore, the *CFCI´*s content can be targeted to the first step of the costumer decision journey and the last step.

Another tool that is very interesting for making a company's content marketing effective is the use of SEO. The higher a website is ranked on the search results page, the more internet traffic will be gained to the website (Gulpta, Miglani, Sundrival, 2013). Jannemiek Starkenburg stated in the interview that a company should think by itself on which words their website can be found and what the words are that are used by the target group like 'Doing business in the Netherlands'. Furthermore, Mr Den Hollander also stated that in order to increase the visibility of its company's website and social media, the search words should be identified and adapted in the content itself. It is seen that the other French Chambers of Commerce use hashtags in order to be found on the internet.

In addition, the preliminary research stated that in content marketing, a particular aspect should be repeated in order to stay with the potential customer (Mindy Charski, 2017). Also, the interviewees claimed that a certain structure is necessary in order that the followers get used to your communication platforms and know what to expect. Based on the desk research, it was found that the other French Chambers of Commerce publish a post three times a week, which is the same as the interviewees on average do. However, the majority of the respondents indicated that there is a demand for a post once a week on the social media platforms, while the majority of the respondents is every day online. The majority of the CFCI's followers is online at 3 p.m. However, as this result is derived from a snapshot, this result is therefore not that reliable.

The elements of effective content marketing were investigated in the preliminary research, which include the aspects: relevance, informative, reliability, value, emotions, uniqueness and intelligence. The preliminary research states that these elements are essential in order to get an internet user's interest and attention. The survey has demonstrated that these elements are indeed of great importance and that the *CFCI* scores of a sufficient level on these elements with at least an average grade of 3,0 based on a scale of 1 to 5. It is seen that reliability is the most important aspect and that uniqueness, indicated with originality in the survey, is the element on which the *CFCI* has the lowest score of 2,6.

Finally, it has been stated in the theory topics should be determined for a content marketing strategy that are found interesting by the target group. It is seen that the professionals indicated that actualities are of relevance and also success stories are recommended. Mr Den Hollander stated that showing your mission in every post, in his case 'leader of technology solutions', leads to customers' loyalty. The desk research to the other French Chambers of Commerce shows that especially about

events is written, but also member news and member discounts that are offered. Eventually, the survey showed that the *CFCI's* target group is especially interested in content about economic developments in both France and the Netherlands, success stories, event news and the legislations from two countries. Also, both the theory and the interview with Mr den Hollander showed that content should be written in the buyers' perspective rather than the company's perspective (Pulizzi and Barrett, 2009). The final conclusion that can be draft on the comparison between the results and the preliminary research is that the findings do not contradict each other, but the results do further expand on the literature findings and sometimes confirm. This makes the research more complete and every finding can be linked back to the theory.

4.2 Reflection on the research process

The internship for the French Chamber of Commerce was very interesting by carrying the responsibility for doing a research. It was fascinating to learn how to do preliminary research, the research itself and eventually the reflection part by which conclusions were made. Also, it was educational to learn how to respect the validity and reliability of a research. All the respondents were treated anonymously and results were treated with confidentiality. However, for the next research, some things should be done differently.

First of all, the research should not be underestimated. The next time when a research needs to be done, time should be taken in order to have enough time for every element of the research. It is seen that every element is of high importance as it is a process that needs to be carried out. For example, the chapter results should be clearly written in order to draw a conclusion that follows. Due to this research, the survey itself has been underestimated as it was thought that it is not that time-consuming to create a survey. However, it certainly was, as every colleague had to check the survey and share the remarks, which had to be implemented within the research itself. Again, from this, a lot was learned.

Secondly, it could be better next time to focus on one or two methods that are used for a research. Now, interviews, desk research and a survey have been carried out, which was sometimes a complex process and time-consuming. Thereby, more details can be investigated, as it was now felt that the three methods were not further used in depth. However, a lot is learned from these research approaches and also due to those three methods, triangulation was possible for retrieving data about content marketing.

Thirdly, as some questions in the survey were stated unclearly, like the concept 'intelligence', the results to these questions should not be taken too seriously. Of course, these results give an indication about the respondents' needs for information, but next time when a research will be done, the questions should be stated less based on the theory and more to the respondents' own language.

Finally, the next time the colleagues of an organization should be more involved into a research. This means that more meetings should be arranged in order to have the most information and opinions as is possible for making a research successful.

5. Conclusion

This chapter draws a conclusion on the research that has been carried out for the *CFCI.* It also gives answers on the sub- and main questions that have been asked.

In general, it can be concluded that the *CFCI* is sufficiently organising its marketing content, but more content elements have to be implemented in order to increase its website's and social media' visibility. First of all, it can be said that the *CFCI* already created content on both Twitter and LinkedIn, which are widely used according to the respondents. In addition, the *CFCI* has already succeeded in publishing information about the events and member news. However, it can be concluded that success stories are missing as well as actualities and company news. Besides that, information about the French market is missing on the website and social media channels.

Furthermore, when it comes to communication tools, it can be concluded that the *CFCI* misses a blog on its website that can be spread through LinkedIn and Twitter in order to inform people about news that leads them automatically to the website. In addition, visualization is an important aspect that should be implemented in the content marketing's strategy.

Moreover, it can be stated that the *CFCI* publishes at least weekly information and that this meets the requirements for a good content marketing strategy according to the professionals. To make this easier, a paid advertising method can be carried out. Besides that, the *CFCI's* website can be better found by structuring it by using the method of Search Engine Optimization and eventually Search Engine Advertising.

Also, it can be concluded that another content element should be part of the *CFCI's* website and social media, which is the tool of creating buying persona's. Thereby, the target groups will be defined on which content will be based on. In that way, content marketing will be made efficient.

Concluding further, it can be mentioned that the *CFCI* can learn from the content marketing strategies of the other French Chambers of Commerce worldwide. The other French Chambers of Commerce promote better their members on their social media channels with the use of success stories. It can be stated that the *CFCI* has a lack of success stories of their members and clients shared on social media as well. It is seen that the *CFCI*'s target group asks for success stories as well. Also, the visualization should be implemented again in the *CFCI's* content marketing strategy in order to make the website more attractive and to show its mission. The other French Chambers of Commerce shows a clear structure of when to publish content and have in general a blog and a newsletter on which all the articles can be found back. It can be stated that is certainly missing on the *CFCI's* website and social media.

From the survey, it can be stated that the *CFCI* is not doing a bad job by offering content on its social media and website. On the content elements of intelligence, reliability, value, relevance, informative, the website and the social media of the *CFCI* score at least a 3 out of 5. It can be stated that mostly attention should be paid to the reliability of articles as the prospects find this the most important aspect. However, the *CFCI* has to offer more 'unique', original content. The *CFCI*'s network demands for information about success Stories, economic developments in both the French and the Dutch market and the legislations in both. The *CFCI's* contacts also wish to receive once a week information and prefers to receive it in the form of articles, a blog and newsletters. It is seen that the majority of the contact uses email and the internet as communication platforms. Therefrom, it can be concluded that major attention should be paid to the website and the quality of the content instead of the number of posts on social media. It can be claimed that once a week is sufficient for publishing content on social media.

As a conclusion to the main question that is asked in this research, it can be stated that by implementing the content elements that are mentioned from the interviews, the desk research and the survey, the *CFCI* will be able to attract more visitors to its website and social media. It can be concluded that the SEO method has to be carried out in order to make the content on the website correspond with the wishes for information from the target group. Linked to the SEO, SEA can be implemented in order to increase the visibility of the *CFCI's* website. Moreover, a clear plan need to be set up taking into account the different buying personas, the timing, the frequency of posts and the content that corresponds with the buying personas. From this research, it can be concluded that the *CFCI* should offer more unique information. This can be done by publishing content linked to the *CFCI's* network demands as success stories, economic developments on both the French as the Dutch market and the legislations. As the majority of the respondents stated that receiving once a week information from the *CFCI* is enough and that the articles, blogs and email newsletter are the most appreciated, the implementation of a blog can be very interesting to the *CFCI*. Of course, more visitors can be leaded to the *CFCI's* website and social media channels by implementing a promotion paid planning on LinkedIn, Twitter or from the website itself.

Eventually, it is important to set up a plan for the improvement of the website and social media in terms of timing, frequency, the right content and the tools that will be used for publishing the content.

6. Recommendations

This final chapter aims to give practical recommendations for the *CFCI* in the field of content marketing for its website and social media. The recommendations serve as a follow up on the research results and the conclusion that has been drafted before. An elaborated and practical implementation plan of the recommendations will be executed as a follow up for the recommendations that are made in this chapter.

6.1 General Recommendations

First of all, it was faced in the interviews that the professionals make a content planning and schedule this in tools like Hootsuite and Buffer. Therefore, the *CFCI* is recommended to make a clear planning of the content that will be put on the website and social media. Hereby, meetings can be of great use. It is recommended to come together once a week or every two weeks, in order to discuss thoroughly the topics that can be of relevance for publishing information about. In the results, it is seen that especially success stories, economic developments on both the French and the Dutch market, legislation in both countries and member news are considered to be interesting to read information about. It is strongly recommended to use planning tools as Hootsuite and Buffer in order to spread the information on LinkedIn and Twitter. Hereby, the implementation of a content marketing plan based on the different buyer personas is highly recommended. Per buyer persona, the *CFCI* can specify its marketing content in order to reach the right target group. Each buying persona represents a target group on which content can be aimed to. A cost estimation of this recommendation can be found in Appendix 5.

Secondly, as information about both the French and Dutch market is considered as an interesting topic, it is furthermore strongly advised to create a blog on the *CFCI's* website. It is seen that some other French Chambers of Commerce offer a blog on their websites as well. As it can be retrieved from the survey, it is seen that the majority of the respondents has a need for information once a week in the form of articles, newsletters or a blog. That is why it is strongly advised that articles are written in both French and Dutch, which deals with a lot of time and therefore money. It is advised to implement a blog for a certain period as a trial. Based on that, it can be checked whether the French are more in favour of the blog or the Dutch. Another recommendation that can be linked to the blog, is to publish also more information about the attractiveness of the French market in order to attract more Dutch companies to the *CFCI*. A cost estimation of a blog implementation can be found in Appendix 5.

Thirdly, it has been recommended during the interviews to implement SEM, Search Engine Marketing, which includes both an SEO and SEA planning. The interviewee Anicia Oeser from the CCI International shared a useful document for making a French Chamber's search engine efficient. It is highly recommended to the *CFCI* to implement the steps stated in the document in order to increase its visibility of its website. When this is done, it is additionally recommended to implement the words for structuring the website and both social media channels LinkedIn and Twitter. Hereby, it is also recommended to test with paid advertising tools. In these tools, a word can be purchased to appear better on search engines as Google. This method is called Search Engine Advertising (SEA). Hereby, the potential clients and members will have more chance to find the *CFCI's* website. For every click to the website, the *CFCI* pays a fixed price. In addition, it is recommended to test on LinkedIn for a paid advertising tool as well. From the interview with Nynke de Vries from the Netherlands Embassy in Paris, it is seen that this helped to increase the Netherlands Embassy's findability on Facebook. A cost estimation of the SEO, SEA planning and a paid promotion planning can be found in the Appendix 5.

And finally, the last small recommendation that is wished to share is to display all the newsletters on the French Chamber of Commerce on its website. This includes both the newsletters for the Commercial Service 'the Cap sur les Pays-Bas' and the 'Club Info' for the Event Service.

6.2 Recommendations for further research

For further research, after implementing the recommendations, it is recommended that the *CFCI* investigates the effectivity of the new content marketing strategy. By a new content marketing strategy, it is meant that the recommendations that are suggested within this research are implemented. This involves a verification of the number of followers and which topics are reviewed the most. Lastly, it must be said that the internet is a domain that changes all the time due to different trends. Nowadays, content marketing is a popular and effective strategy of marketing, but in the future, this can be easily different as new trends will enter the market. The *CFCI* is therefore highly recommended to keep a close eye on threats and opportunities that enter the market and implement those treats and opportunities in its strategy.

6.3 Follow-up of recommendations

Based on the previous three main recommendations an implementation plan will be created for the *CFCI*. This plan will be presented on the 18th of May at the HZ University of Applied Sciences at 12.45 p.m. until 1.45 p.m. The recommendations, and so the implementation plan, will be further elaborated with the use of the SAFe criteria, which includes the terms, suitability, acceptability and feasibility of a plan for the *CFCI* in terms of time and money.

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References: Appendices

Appendix 1: Operationalization

Concepts	Dimensions	Indicators
Job	Work field	> Living environnement (agriculture, horticulture, etc.) > Science and Engineering > Medical & Caring > Artistic & Creative > Society & Government > Business & Administration > Other, namely
	Job function	> Sales > Marketing & Communication > Freelancer > HR > Other, namely
Target group	French Professionals	Client Member Prospect Business partners
	Dutch professionals	Client Member Prospect Business partners
Needs for information	Relevance	> New, actual information > Regular contact
	Informative	> Company's knowledge > Skills
	Reliability	> Correctness of info > Spelling mistakes

	Value	> Problem-solving product > Customer needs
	Uniqueness	> Unique skills company > New information
	Intelligent	> Readable > Smart content
Communication platforms	Website LinkedIn Twitter Facebook Instagram Snapchat Pinterest Email	Blogs Articles Videos Email newsletters Case studies Opinion post Vlog Audiovisual Polls Podcasts Predictions Company news Press releases Events
Elements of content marketing	Social media	Timing Frequency Content
	Website	Community engaging pages Out-links
Tips & Best Practices		Other demands and advices with regard to the CFCI's website's and social media's content

Appendix 2: Transcribed interviews

Interview Nynke de Vries, Netherlands Embassy in Paris

Contextual data	**12-04-2018**	**Background information**	
Date:	12-04-2018	Interviewee:	N. De Vries
Location:	CFCI, Amsterdam Netherlands Embassy, Paris	Company:	Netherlands Embassy in Paris, France
Time:	15:00 – 16:00	Interviewe's function:	Senior Communication & Culture
Interviewer:	Celine Meijer		
Setting of the interview:	Interview was done by a conference call		

Label colours with inks to the operationalisation model
Communication platforms
Timing
Frequency
Content
Community-engaging pages
Out-links
SEO
Tips and best practices

Celine: Dag Nynke! Hoe is het met je op de Ambassade?

Nynke: Prima, prima! Tot wanneer was jij ook al weer bij ons?

Celine: Tot vorig jaar eind januari 2017.

Nynke: Zo snel alweer! Het voelt echt als veel korter geleden.

Celine: Klopt ja, voor mijn gevoel was ik nog bij jullie gisteren.

Nynke: Haha ja. En uhh… wat doe je nu precies? Je loopt stage bij de Franse Kamer van Koophandel en wat studeer je ook al weer?

Celine: Ik ben nog bezig aan mijn studie International Business and Languages in Vlissingen. Nu zit ik in mijn vierde jaar en moet ik een nog een stage met afstudeeropdracht doen, dus daarbij hoort zeg maar een onderzoek. Daarmee kan je slagen. Ik heb ervoor gekozen om dat bij de Franse Kamer van Koophandel te gaan doen.

Nynke: Uhu.

Celine: En zij willen graag een boost geven aan hun huidige Social Media en Internetstrategie. Daarom doe ik een deskresearch voor hen uitvoeren, maar ga ik ook een enquête uitsturen. Ook, doe ik twee interviews met professionals, waar jij dus ook onder valt haha.

Nynke: Haha ja. Oké, interessant. Wat leuk bij de Franse Kamer van Koophandel.

Celine: Ja! Het is vooral interessant om de Nederlands-Franse handelsrelatie te bevorderen, net zoals ik dat bij jullie deed bij het Economisch Cluster.

Nynke: Want even kijken. De Franse Kamer van Koophandel, ik weet dat ze een website hebben maar verder, hebben ze Facebook en Twitter enzovoort?

Celine: Nee, ze hebben alleen Twitter en LinkedIn.

Nynke: Ah hebben ze LinkedIn wel? Wat is hun twitteraccount?

Celine: Even kijken hoor… Dat is @CFCIPaysBas op Twitter en De Franse Kamer van Koophandel op LinkedIn.

Nynke: Dan ga ik jullie eens toevoegen. Dat moet nu wel he? Haha.

Celine: Ja, nu kom je er niet meer onderuit haha. Maar, je hebt mijn vragenlijst ontvangen, zullen we met het interview beginnen?

Nynke: Ja dat is goed, ik heb hem goed ontvangen ja.

Celine: Ok, dan zal ik bij het begin beginnen en je de vragen stellen. Soms wijk ik er wel vanaf, maar dat merk je vanzelf dan wel.

Nynke: Dat is goed! Ok, ok!

Celine: Zou je eerst kunnen vertellen wat je precies binnen de Nederlandse Ambassade doet? En wat je rol is in Content Marketing?

Nynke: Ik maak dus deel uit van het Cluster Cultuur & Communicatie en dan vooral in de Communicatie, samen met onze woordvoerder, ken je haar nog? Vera?

Celine: Ja die ken ik nog.

Nynke: Ja, die gaat alleen helaas deze zomer weg, naar Brussel. Maar ja, dus samen met Vera onze woordvoerder en persvertegenwoordiger. Verder, zoals je weet, hebben wij nog twee stagiairs werkzaam in onze Communicatie. Met z'n drieën doen we dus de Communicatie. Zo hebben we de website, de Postweb, dat is dus de Website Wereldwijd. We zitten dus in één systeem met alle Ambassades waarop wij voor een gedeelte onze eigen content kunnen plaatsen. Een groot deel wordt aangeleverd vanuit Den Haag en een gedeelte mogen we zelf plaatsen.

Celine: En met Den Haag bedoel je het Ministerie of het RVO?

Nynke: Nee, het Ministerie. Maar voor de website hebben wij dus dat gedeelte dat wij kunnen aanleveren. We zitten daarbij in een vrij strakke planning, met wat mag en kan. Zelf hebben we bij de Ambassade een Facebookaccount, en een Twitteraccount en sinds kort hebben we ook een LinkedIn groep. Nou moet ik je eerlijk bekennen dat ik daar niet heel erg mee bezig ben. Ik heb zelf ook geen LinkedIn. Het zijn vooral Vera, de Communicatie stagiair en het Economisch Cluster, waar ze ook iemand hebben aangewezen die dat doet, die daar mee bezig zijn. Dat zijn dus echt de Ambassade accounts. Verder hebben natuurlijk mijn collega's en ikzelf onze eigen accounts op Social Media waar we dingen van elkaar delen en Retweeten. Ben je er nog, Céline?

Celine: Ja ik ben er nog, hihi. Ik luister en schrijf tegelijkertijd met je mee.

Nynke: Ah heel goed!

Celine: Zo, ik zie dat je vraag twee al hebt beantwoord, welke social mediakanalen gebruiken jullie? dus dat is goed. Kan je mij vertellen wie jullie doelgroep is van de Ambassade?

Nynke: Zal ik eerst met de Website beginnen? Want we hebben meerdere kanalen.

Celine: Ja, dat is goed.

Nynke: Met de website hebben we één kanaal, Nederlandstalig, voor ons Nederlandstalig of Buitenlands publiek die iets met het buitenland willen, bij ons dus Frankrijk.

Celine: Dus ondernemers bijvoorbeeld?

Nynke: Ja dit kunnen ondernemers zijn, maar in het algemeen mensen die iets met Frankrijk hebben. Dan hebben we, een sub-kanaal. Dat is dezelfde site maar in de Franse taal, maar dat is ook voor Nederlanders. Maar die is vooral gericht op Consulaire Informatie. Zoals bijvoorbeeld Nederlanders die in Frankrijk wonen en hun paspoort moeten verlengen. Die groep zijn dus Nederlanders in Frankrijk, maar die eigenlijk geen Nederlands meer spreken. Mensen zoals mijn dochter, die geen Nederlands spreekt, en die misschien haar paspoort wilt verlengen op een gegeven moment, voor die mensen is dit sub-kanaal bestemd. Dit sub-kanaal is niet heel interessant voor andere groepen, want dit sub-kanaal bevat vooral consulaire informatie.

Celine: Dat kan ik me goed voorstellen, dat dat sub-kanaal wel relevant is voor die mensen zoals je dochter.

Nynke: Ja, precies. Maar dan hebben we dus nog een ander sub-kanaal, dat is dus voor Buitenlanders, Fransen voor de Ambassade, dus voor Fransen die iets met Nederland willen, dus inderdaad Zakendoen, dat soort dingen. Dus er zijn eigenlijk twee hoofdkanalen: Nederland Wereldwijd voor Nederlanders die iets met het buitenland willen en 'Pays-Bas et Vous' voor Fransen die iets met Nederland willen.

Celine: En ook nog het consulaire sub-kanaal?

Nynke: Exact. Dat is dat kleine extra kanaal, dat is dus de vertaling 'Pays-Bas Mondial' en dat is dus voor die Nederlanders die geen Nederlands meer spreken.

Celine: En hoe zit het met Social media?

Nynke: Wat betreft de Social Media: de particulariteit van ons social media is dat we vooral in de Franse taal posten, de Ambassade accounts zijn dus in de Franse taal, omdat we daarmee het Franse publiek willen bereiken. Niet speciaal de Nederlanders, maar eigenlijk de Fransen om ze te informeren over Nederland. En dan hebben we ons Facebookaccount, die we dus ook nog speciale

informatie geeft over cultuur dus voor Nederlanders in Frankrijk en dan hebben we ook het onderwerp 'Société' dus zoals je al zei, dat is over Zakendoen, et cetera. Daar plaatsen we dus content op om de Fransman in Nederland te interesseren. En Twitter is dus ook in het Frans en daar doen we meer onderwerpen, oftewel economisch, oftewel politiek. We proberen dat echt een beetje te scheiden. We hebben Facebook voor wat luchtere informatie en Twitter voor wat meer inhoudelijk.

Celine: Maar weet daardoor jullie doelgroepen jullie wel op het juiste kanaal te vinden?

Nynke: Hmm, dat zou ik eigenlijk niet zo weten, of dezelfde mensen op Twitter en op Facebook volgen. Ik zou het eigenlijk niet weten.

Celine: Ok, dat maakt niet uit. Ik vroeg het me af.

Nynke: We proberen ze eigenlijk te triggeren door ze te taggen. Op Twitter volgen we ook iedereen terug. Ik zou eigenlijk niet zo uit mijn hoofd weten te zeggen hoe veel volgers we momenteel hebben. Ik geloof iets van 4000 of 5000.

Celine: Dat is best veel.

Nynke: Ja, ja. Op Facebook stagneren we op iets van 10.000.

Celine: Wat goed zeg! En hoe hebben jullie prospecten bereikt? Hoe zijn jullie begonnen?

Nynke: We zijn een paar jaar terug mee begonnen, met Jeanetta. Ik geloof dat dat in 2014 was. We zijn begonnen met het promoten op Facebook. Elke dag betaalden we tien euro aan een automatische publiciteit systeem, waarbij je dus onder de aandacht gebracht onder allerlei mensen, om het in het begin te lanceren.

Celine: Dat heeft wel geholpen zo te zien, he?

Nynke: Jazeker, want je begint toch vanaf 0. We hebben dat ongeveer een jaartje dus gedaan, die automatische publiciteit. Het was een heel handige tool om je te lanceren.

Celine: Heel goed.

Nynke: We hadden in het begin algemene publiciteit die we erop zetten en later werd het speciale content, zodat je ook je publiek kon kiezen. Dan kan je die posts onder hun aandacht brengen.

Celine: En kan je die automatische publiciteit op Facebook zelf instellen?

Nynke: Ja dat kan, maar die tool gebruiken we nu dus niet meer, ook niet om onze evenementen te promoten. In het begin heb je echt die boost nodig, maar dat hoeft nu niet meer.

Celine: En op Linkedin?

Nynke: LinkedIn doen we meer in het Engels. Zo plaatst het Economisch Cluster ook informatie in het Engels geloof ik, he?

Celine: Ja ik zag dat mijn oud-collega's vaak content in het Engels plaatsten.

Nynke: Ja klopt, die hebben ook hun eigen Twitter accounts. Ze doen dat zelf. Ze plaatsen vaak in het Engels.

Celine: Ja ik zag het. Want net zoals Esther Jongejan, die doet dat ook.

Nynke: Ja, klopt.

Celine: En over welke onderwerpen plaatsen jullie content?

Nynke: Op Facebook vooral over de evenementen en vooral als we die evenementen in eigen beheer hebben. Dus net zoals een literaire avond, of een avond over cultuur. Daar gebruiken we dus ons Facebookaccount voor. We communiceren ook over algemene culturele evenementen in Nederland en Frankrijk. Ja, en op Twitter, uh.. verder over algemene zaken op Facebook. Net zoals nieuws van de NOS, Nederlands nieuws dus, dat plaatsen we soms ook op Facebook. Het is altijd ter promotie van Nederland.

Celine: Ok, duidelijk. En wat voor communicatiemiddelen gebruiken jullie?

Nynke: Er zijn afdelingen die blogs gebruiken, maar dat is vooral bij het Economisch Cluster. Maar eigenlijk wilt Den Haag deze eruit gooien.

Celine: Oh en waarom? Worden ze niet veel gelezen?

Nynke: Nee, ze willen geen wildgroei van communicatie. Ze willen de communicatie over één kam scheren en daarvoor is het communicatieplatform Wereldwijd ontwikkeld. Ze willen zo ook niet meer dat de NBSO's en de consultaten hun eigen informatie delen, maar dat alles gestuurd wordt vanuit Den Haag.

Celine: Om het dus allemaal in één lijn te trekken?

Nynke: Ja.

Celine: En jullie maken ook vaak video's he? Om het vervolgens op Social Media te plaatsen?

Nynke, Ja, dat klopt. Vaak maken we deze video's zelf, met onze telefoon. Maar soms huren we ook professionele filmgroepen in om gebeurtenissen vast te leggen.

Celine: En doen jullie ook iets met stellingen?

Nynke: Niet echt. We hadden pasgeleden met de Boekenweek in Parijs, met het 'Lettre' fonds, een winactie wél geplaatst op Facebook, waar je dus twee kaartjes kon winnen voor de boekenbeurs, maar eigenlijk had dit weinig opgeleverd.

Celine: Oh, echt? Waarom?

Nynke: We zien eigenlijk de meeste interactie op Facebook met een publiek, dat niet eigenlijk ons publiek is, haha. Maar dat zijn eigenlijk Nederlanders in Frankrijk die het leuk vinden om over Nederland te lezen. En dit zijn vaak typisch Nederlandse onderwerpen. Zoals fietsen maar ook laatst hadden we een artikel geplaatst over de paspoortentoestand, dat elke Nederlander in Frankrijk nu persé naar Parijs moet om zijn of haar paspoort op te halen. Het zijn vaak dus maatschappelijke onderwerpen.

Celine: En zijn er verschillende dagen waarop je iets post op de Website en social media?

Nynke: Nou, de website gebruiken we alleen als het moet. Die willen we echt zo statisch mogelijk houden. Daar staat dus echt alleen informatie op over onze diensten en wat de Ambassade precies is. Af en toe, zetten we er wel een nieuwsactualiteit op, maar we gebruiken soms ook de website als we meer informatie kwijt willen kunnen en linken dat dan automatisch door naar onze social media platformen. De website is dus eigenlijk een parkeerplaats. Voor de rest met social media. We proberen denk ik, elke dag wel iets te posten, maar soms zitten er ook twee dagen tussen. We gebruiken en posten veel meer op Facebook, dan op Twitter eigenlijk. Het ligt er eigenlijk een beetje

aan, als er bijvoorbeeld een Minister op bezoek is, dan kan hier wel tot vijf keer toe over gepost worden op Twitter. En dan weer twee dagen niks.

Celine: Het ligt er meer aan wat de actualiteiten zijn?

Nynke: Precies, en als er net veel gaande is, dan plaatsen we meer informatie op onze social mediakanalen.

Celine: Dus eigenlijk proberen jullie vijf keer per week minimaal iets te posten op Social Media?

Nynke: Uhh. ja, ik denk het wel. Als je Twitter en Facebook samenneemt, dan gebeurt dit wel.

Celine: Maar soms, wat op Twitter komt, kan dat ook op Facebook geplaatst worden?

Nynke: Eigenlijk niet, maar soms wel. Wel als het onderwerpen op twee raakvlakken elkaar raakt. Zoals de architect Rem Koolhaas, die is op cultuurvlak interessant, maar ook op economisch vlak, omdat hij projecten uitvoert in Frankrijk bijvoorbeeld en soms aanwezig is bij onze evenementen.

Celine: En hebben jullie een bepaald tijdstip dat jullie aanhouden? Voor het plaatsen van content op de social mediakanalen?

Nynke: Ja, dit doen we inderdaad. Oftewel begin van de morgen of eind van de morgen, of begin van de middag of eind van de middag. Soms doen we het ook op vrijdagmiddag nét voor het weekend voor culturele activiteiten die in het weekend plaatsvinden.

Celine: Merk je dat meer content, meer bezoekers trekt?

Nynke: Ja, dat doen we met onze social media. We linken automatisch door naar de website soms voor meer informatie. Dan hebben we ook bezoekers naar onze website. Dat is niet de bepaalde insteek voor ons, maar meer om de mensen überhaupt te informeren.

Celine: En wat zijn je activiteiten gerelateerd aan SEO?

Nynke: Nou dat gaat eigenlijk over de website en die is nu in beheer van Den Haag. We hebben hun ook aan hun jasje getrokken. Ze doen er wel alles aan dat alles vindbaar is nu. Maar onze Franstalige website bijvoorbeeld, daar hebben ze nog niet genoeg aandacht aan besteed. We zijn nog niet goed te vinden op Pays-Bas et Vous. Zo keken we bijvoorbeeld naar het probleem dat als je France Pays-Bas intypte, je onze oude website vond. Die allang uit de lucht is.

Celine: En die website is nog niet verwijderd?

Nynke: Ondertussen wel, de nieuwe Pays-Bas et Vous is nu wel makkelijker te vinden. Maar Den Haag is nu meer bezig met de website Wereldwijd te vinden.

Celine: En weet je op welke trefwoorden je de website Wereldwijd vindt?

Nynke: Oeh, dat is een goede vraag! Ik zou het niet zo één, twee, drie weten, maar ik weet wel dat als je Nederlandse Ambassade Parijs in typt, dat wereldwijd dan als één van de hoogste functies uitkomt. Dus dat is nu wel goed.

Celine: En hoe hebben jullie dit afgesproken met den Haag?

Nynke: Den Haag heeft vooral eerst alle consulaire informatie en websites verbeterd en is nu vooral bezig om de informatie met betrekking tot Zakendoen in de lucht te krijgen. Toch vind ik Nederland wereldwijd niet heel duidelijk. Je krijgt te veel kopjes, het is niet overzichtelijk. Er moet niet te veel informatie op de website staan, er moet meer doorgelinkt worden naar RVO.

Celine: Dit lijkt me wel lastig met het up-to-date houden van je informatie. Hoe doen jullie dit?

Nynke: Dat klopt helemaal. Daarom moeten we heel goed de informatie van de RVO in de gaten houden, maar dit is in het algemeen wel te doen. Met Zakendoen zijn ze daar nu mee bezig.

Celine: En hoe linken jullie dit met je eigen website?

Nynke: We proberen niet te veel content op onze Website te plaatsen, omdat dit allemaal geüpdatet moet worden.

Celine: Ok, helder. Wat ik me nog afvroeg, linken jullie ook met jullie posts naar andere social mediakanalen?

Nynke: Naar de Website doen we dit sowieso wel. Wij doen het zelf niet tussen Twitter en Facebook, maar ik geloof wel dat je dit automatisch in kan stellen. Het ligt er maar net aan waar welke doelgroep zich op bevindt.

Celine: En hebben jullie al overwogen om andere social mediakanalen te gaan gebruiken?

Nynke: Daar hebben we het laatst al over gehad naar aanleiding van het Facebook schandaal, of we niet andere platformen zouden moeten gaan gebruiken. Willen we nou nog wel aanwezig zijn op Facebook?

Celine: En wat was de uitkomst?

Nynke: Nou, we laten het zo. Dat komt ook mooi uit met de groep Nederlanders in Frankrijk. We denken dat dat mensen van 40+ zijn, die nog wel op Facebook zitten en die zouden we anders kwijt zijn. De jongeren zitten waarschijnlijk iets meer op andere social mediakanalen zoals Instagram en Snapchat. Maar daar is toch ook wel weer, dat is toch weer gebaseerd op mooie beelden. We gaan daar nog over nadenken, maar bij ons op de afdeling is een grote switch: Vera, Bart en Thijs gaan alle drie weg. Ik denk dat we het gaan overhevelen naar het nieuwe team. Zaken zoals, gaan we switchen? Gaan we Instagram gebruiken?

Celine: Dat lijkt me een goed idee. Dan kan een nieuw iemand er met een frisse blik naar kijken.

Nynke: Helemaal waar. De opvolger van Bart (Hoofd Communicatiecluster, diplomaat) heeft zelf altijd in de communicatie gewerkt, dus we verwachten veel inbreng van hem.

Celine: Welke content elementen zou je verder nog aanraden aan de Franse Kamer van Koophandel?

Nynke: Ik zou het niet zo goed weten. Je moet goed weten wie de doelgroep is en je moet de taal goed uitkiezen. Ook is het verstandig regelmatig te plaatsen.

Celine: Oké, heel goed.

Nynke: Ik zou ook goed naar andere voorbeelden kijken, zoals de Franse Ambassade in Den Haag. Je kan daar ook informatie vandaan halen.

Celine: Heel goed, maar de Franse Ambassade plaatst meer algemene informatie.

Nynke: Ah ja, daar moet je dan goed naar kijken. Ik zou verder aanraden om snel te reageren als er vragen komen, dat soort dingen. En het is natuurlijk ook heel relevant om mensen te taggen, hashtags te gebruiken en veel te retweeten.

Celine: En voor de website?

Nynke: Nou, bij ons is het ook heel belangrijk om de informatie op de website te updaten en niet te veel te plaatsen. Ik weet niet of dit voor jullie ook geldt?

Celine: Nou nu linken we alles door naar de website, zoals artikelen die ook in onze nieuwsbrief verschijnen. Die nieuwsbrief brengen we elke twee maanden uit.

Nynke: Ok, interessant. Oh ja, ik heb helemaal niet verteld over onze nieuwsbrief. Zal ik je toevoegen?

Celine: Ja, dat is een goed idee! Ik zal je ook aan die van ons toevoegen! Over welke onderwerpen publiceren jullie informatie in jullie nieuwsbrief?

Nynke; Over culturele onderwerpen en weer om de Fransman naar de Nederland te halen.

Celine: Ok, helder. Nou Nynke, heel erg bedankt voor je deelname aan dit interview. Ik denk dat we zeker wat kunnen met de informatie. Ik zal je op de hoogte houden.

Nynke; Heel graag gedaan Celine. Ik voeg je toe aan onze nieuwsbrief. En laat je het nog eens weten als je in Parijs bent?

Celine: Ga ik zeker doen! Bedankt en groetjes aan iedereen daar op de Ambassade!

Nynke: Ga ik doen, succes nog Celine.

Celine: Dank je wel. Dag.

Nynke: Dag.

Interview Jannemiek Starkenburg, Econocom

Contextual data	25-04-2018	Background information	
Date:	25-04-2018	Interviewee	J. Starkenburg
Location:	CFCI, Amsterdam Econocom, Nieuwegein	Company:	Econocom
Time:	11:00 – 11:45	Function of interviewee:	Senior Marketing Communications Consultant
Interviewer:	Celine Meijer		
Setting of the interview:	Interview was done by a conference call		

Label colours with inks to the operationalisation model
Communication platforms
Timing
Frequency

Content
Community-engaging pages
Out-links
SEO
Tips and best practices

Celine: Goede morgen Jannemiek. Het is met Celine. Komt het nog uit om het interview te doen?

Jannemiek: Goede morgen Celine. Ik was het helemaal vergeten. Maar het komt uit hoor.

Celine: Ja, kan het? Super fijn, dank je wel.

Jannemiek: Even kijken hoor, de vragen. Had jij gisteren nog gebeld met mijn collega Jordy?

Celine: Ja, daar heb ik mee gebeld. Hij had me verteld wat hij precies doet in content marketing en had me ook nog handige tips gegeven, over hoe wij het toe kunnen passen in onze strategie.

Jannemiek: Ah, dat is super. Mooi voor je onderzoek.

Celine: Ja. Maar ik was ook heel benieuwd naar je vorige ervaringen als communicatiespecialist. Kan je me vertellen wat je precies deed bij je vorige baan?

Jannemiek: Nou ik werkte dus als communicatieconsultant voor een Nederlands bureau. Ik hield me bezig met de communicatie voor verschillende bedrijven en dat waren allemaal Tech bedrijven. Het was heel verschillend. uhm... voor mijn klanten deed ik de marketing en communicatie. Het was heel breed, van PR tot communicatie, tot social, tot content marketing, tot lead generation campagnes, et cetera.. haha.

Celine: Ah ok. Want mijn onderzoek gaat meer over content marketing en daarbij is het belangrijk dus dat je de juiste boodschap aan de juiste doelgroep richt. Dus vandaar dat ik dit interview graag met je wilde doen.

Jannemiek: Ja, tuurlijk. Ik help je graag. Stel je vragen over content marketing en ik zal ze beantwoorden.

Celine: Welke social mediakanalen gebruikte je bij je vorige functie?

Jannemiek: Dat was..uhm.. Twitter, LinkedIn, Youtube, Instagram en Facebook. En dan heb je ze allemaal wel denk ik.

Celine: Ok.

Jannemiek: Het hing volledig af van dus het bedrijf, mijn klant en hun doelstellingen, want per kanaal en welke mix we inzetten.

Celine: En hoe hebben jullie dat zeg maar bepaald? Welke kanalen jullie gaan inzetten?

Jannemiek: Nou wat ik meestal deed bij een klant was om te kijken wat hun bedrijfsdoelstelling was, of wat hun communicatiedoelstellingen waren en op basis daarvan ging ik eigenlijk advies uitbrengen en een strategie ontwikkelen. En even kijken. uhh…doelgroepen dus, het verhaal dat ze wilden vertellen, wat ze wilden bereiken, en daarbij kwam ik dus tot een kanaalstrategie.

Celine: Ja.

Jannemiek: En voor een klant die meer consumentgericht was, zetten we vaker Facebook en Instagram in. En voor klanten die meer BtoB waren, dus meer bedrijfsgericht, dan grijp je makkelijker naar LinkedIn.

Celine: Naar LinkedIn, ja.

Jannemiek: Dat hangt natuurlijk wel af van welke campagne je gebruikt, gebaseerd op brand awareness.

Celine: En raad je ook Twitter aan voor BtoB?

Jannemiek: Ja, Twitter is ook volledig aan te raden voor BtoB, ook voor BtoC. Wat we vaak deden was paid social, dus wat we deden waren social posts. Daarmee kan je beter je doelgroep bereiken. En maar goed, dat is wel wat handiger.

Celine: Ja, want gisteren sprak ik met Jordy en hij zei je kan Facebook bijvoorbeeld beter gebruiken als 'huiskamer', dus dat je daar algemene informatie op zet en dat je op Twitter en LinkedIn wat meer specifiek gaat. Dus dan is het beste om te kijken naar wie je volgers zijn en je doelgroep? En dat daaraan je content aan te passen?

Jannemiek: Ja, precies. En aan de hand van elke doelgroep te bepalen welk kanaal je inzet en daaraan ook de content aan te passen. Dus wat zeggen we? Hoe zeggen we het? De vorm van de content dus.

Celine: En wat bedoel je precies met de vorm van de content?

Jannemiek: Uh.. De vorm van de content op Facebook bijvoorbeeld. En het gebruik van infographics, van filmpjes, zoals op Facebook gebruik je bijvoorbeeld veel video maar dat is vooral silent video. Niet iedereen heeft z'n geluid altijd aanstaan, als je kijkt naar het gebruik van een mobiel.

Celine: Nee, precies.

Jannemiek: Ook past de infographics niet altijd goed op Facebook. Dat komt omdat het format niet altijd goed uitkomt. Nou ja, zo kijk je een beetje naar wat kunnen we waar posten. En in welke fase van de buyer journey de doelgroep zit.

Celine: Ah je bedoelt de customer journey ?

Jannemiek: Ja, precies. Aan de hand daarvan heb je ook verschillende soorten content. Want iemand die zich bijvoorbeeld net aan het oriënteren is. Dan heb je misschien een wat luchtiger blogje, maar iemand die je wilt aansporen tot het kopen, dan moet je wat diepere content plaatsen.

Celine: Ja, want ik heb het idee dat wij net wat meer in de beginnende fase zitten van de customer journey. Het is vooral het doel om de naamsbekendheid van de Franse Kamer van Koophandel te vergroten via de social mediakanalen. Dus wat voor content zou je dan aanraden?

Jannemiek: Als je prospecten wilt benaderen. Wil je je aanwezigheid benadrukken of wil je ze aansporen tot actie? Dan zit je in de laatste fase van de buyer journey.

Celine: Ja, het is eigenlijk allebei.

Jannemiek: Ik raad je vooral aan om naar de randwaarden te kijken die je hebt. Dus tijd, geld, mankracht, haha. Je moet je vooral beperken door wat je in gaat zetten want je kan niet alles tegelijkertijd. Dus wie ga je bereiken? Ik raad je vooral aan ergens te beginnen en om het langzaam uit te breiden. En jullie doelgroep. Zijn dat zakelijke ondernemers?

Celine: Ja, die interesse hebben in de Nederlandse markt vooral.

Jannemiek: Ja, ja. Ik zou beginnen om een blog te maken die mensen aanspreekt zodat je kan werken aan je awareness. Uhm.. dat je daaraan bouwt. En die verspreiden op LinkedIn, misschien via sponsorposts. Ik zou dan ook vooral case-achtige verhalen toepassen. Dus wat is het voordeel als ze zich bij jullie aansluiten.

Celine: Dat is een goede. Want dan zouden we ook gewoon success stories moeten gebruiken he?

Jannemiek: Ja.

Celine: Oké, denk je dat het ook interessant is om een Facebookpagina aan te maken?

Jannemiek: Ik denk het niet want jullie zijn natuurlijk wel meer gericht op ondernemers. Op Facebook zitten toch vaak meer gewone mensen met vrienden en familie, misschien nog net iets meer met collega's. Ik zou niet zo snel een Facebookpagina aanmaken. Want, je moet het onderhouden, je moet informatie hebben om er iets op te zetten. Ik zou me toch iets meer inzetten op LinkedIn.

Celine: Ik denk dat een blog wel een goed idee is. We hadden namelijk gekeken naar het aantal clicks en er werd vooral geklikt op de artikelen die ik schrijf voor onze nieuwsbrief. Van waar onze doelgroep het meeste in geïnteresseerd is. Laatst ging het over het Franse bedrijf Vivendi dat PayLogic heeft overgekocht.

Jannemiek: Ja.

Celine: Of andere zaken zoals de economische groei in 2018 in Nederland. Ik heb het idee dat die onderwerpen toch wel het meest interessant zijn voor onze doelgroep. Ik denk dat zo'n blog daar wel mooi bij aansluit.

Jannemiek: Ja, helemaal.

Celine: Ah fijn te horen. Haha.

Jannemiek: Haha.

Celine: Even kijken hoor, en hoe deed je prospecten benaderen? Welke type content was dat.

Jannemiek: We zijn begonnen met een strategie. Wat is onze strategie en je kan ook een concurrentieonderzoek doen. Dan kijk je naar de content die daar aangeboden wordt. Uhm.. op welke naald gaan we inzetten? Wat voor soort content is daar het handigst. Je begint al goed, want je kijkt al welke artikelen het beste lopen. Welke onderwerpen doen het goed.

Celine: Dank je wel. Ja, ik probeer dan ook naar voorbeelden te kijken en dan heb ik daarvoor de andere Franse kamers van koophandels. Maar een aanbeveling zou ook de concurrenten kunnen zijn, dat je daar zegmaar naar kijkt.

Jannemiek: Ja, vooral om dan te kijken hoe zij het doen, welke content plaatsen zij.

Celine: Ja, want Jordy zei dat Econocom prospecten benaderd door te zeggen dat zij dé 'world leader' zijn in technologische oplossingen. Maar hoe deed jij dat?

Jannemiek: Je vraag is nu van hoe benaderen wij onze prospects?

Celine: Ja.

Jannemiek: Nou, uhmm. Dat deden we verschillend, soms deden we, maar goed, wat we deden was het ontwikkelen van buyerpersonen. Daarbij maakten we ook een soort buyer journey programma.

Celine: En wat bedoel je precies met buyerpersonen?

Jannemiek: Nou bijvoorbeeld, dit is Bob. Hij gebruikt vooral Facebook, is geïnteresseerd in de Nederlandse markt, dit soort events bezoekt hij. Wilt graag zo aangesproken worden. Zo vat je je doelgroep een beetje samen in 2 à 3 personen. Zodat je voor ogen hebt, tegen wie je praat. Waarom en waarmee. En op welke wijze. Die geef je dan een naam en dan heb je heel duidelijk in kaart van waar zit iemand? Uh wat doet iemand? Hoe kan ik ze aanspreken? Zodat je iets meer een lijn hebt van waar je naartoe gaat.

Celine: Ok, helder.

Jannemiek: En als we dat hadden, keken we ook naar de buyer journey. Dus in welke fase zit iemand? Welke middelen gaan we inzetten. Dan maken we een professional kalender. Daarbij richten we ook campagnes in. Van die generation campagnes, maar ook emailcampagnes, of misschien via white papers, of een samenwerking met een uitgever die je doelgroep kan benaderen. Dan kan je op die manier echt proberen om bij jouw doelgroep binnen te komen.

Celine: Ok en om daarbij echt te laten zien wat jij kan betekenen, he? Jouw bedrijf?

Jannemiek: Ja, exact, exact.

Celine: Oke, dan hebben we vraag vijf ook al beantwoord. Over welke onderwerpen plaatsen jullie content. Dus dat is wat je net zei.

Jannemiek: Ja dat hing echt volledig per bedrijf af.

Celine: Ok snap ik, maar BtoB gezien? Welke onderwerpen waren dat vaak?

Jannemiek: Nou voor die Tech bedrijven, probeer je aan te sluiten bij de actualiteit dus bij de datawetgeving die meespeelt, daar kan je weer een Success Story bij schrijven. Dat kan je bijvoorbeeld doen over de GDPR-wetgeving, the usebility. Ik wil je vooral meegeven dat je niet alleen over een dienst of product moet schrijven, maar ook om het vooral vanuit het oogpunt van de prospect te zien, dus de oplossing waar hij naar opzoek is.

Celine: Want je moet niet te veel naar jezelf kijken als bedrijf he?

Jannemiek: Nee, je moet vooral kijken naar waar je prospect naar opzoek is.

Celine: Oké, goede tip. Ik schrijf tegelijkertijd mee hoor. Even kijken, en in welke vormen plaatsen jullie jullie content? Was dat in blogs, vlogs, of podcasts?

Jannemiek: We deden dit in vlogs, blogs, video gewoon, infographics, uhmm, whitepapers, email mailing, persberichten, interviews, events en volgens mij heb ik dan wel alles.

Celine: En welke vorm werd het meeste gewaardeerd?

Jannemiek: Het ligt er echt aan. Het ene blog gaat beter dan het andere. En soms gaat een video erg goed en soms gaat het niet goed.

Celine: Ja, het ligt eraan he?

Jannemiek: Ja het gaat over het onderwerp, het tijdstip waarop je het plaatst. Hoe je het verder verspreid. Het is heel verschillend er is namelijk niet één bepaalde vorm. Ik zou beginnen met een

blog en die verder verspreiden via je social mediakanalen. Dus dat is een goed startpunt. Ik zou dan ook met 2 à 3 per week beginnen om iets te plaatsen.

Celine: Ja want we hebben nu een nieuwsbrief. Maar daar zouden we beter een blog van kunnen maken he?

Jannemiek: Ja zeker. Blogs die op je website staan en dan stuur je in de nieuwsbrief links naar de website en dan heb je ook meer bezoekers naar de website.

Celine: Ja, dat is wel het doel he. En hoe deed je de zichtbaarheid van een website en social media vergroten? Waren daar bepaalde middelen voor?

Jannemiek: Ja, de opzet van een campagne, om nieuwe volgers te krijgen naar een bepaald social mediakanaal. Soms kwam het niet eens bij je volgers terecht. En dan sponsorposts te gebruiken.

Celine: En dat werkt goed die sponsorposts?

Jannemiek: Ja, via LinkedIn zou ik het zeker aanraden. Want je kan heel gericht je content op je doelgroep richten. Je kan bijvoorbeeld kiezen voor alleen ondernemers, met die bedrijfsgrootte, in die regio, met die interesses, dus je kan heel specifiek je content onder de aandacht brengen.

Celine: Ah dat is fijn te horen.

Jannemiek: Dat werkt heel goed. Verder hadden we ook verschillende SEO-strategieën op onze website: on site en off site SEO.

Celine: Hadden jullie ook een soort van timing. Dus dat er vaste dagen waarop jullie iets posten?

Jannemiek: Ja er zijn verschillende rapporten hierover. Maar ik zou zelf uittesten wanneer jou doelgroep het vaakst actief is. Want misschien is die ondernemer juist via de lunchtijd online is. Ik zou daar gewoon even mee testen.

Celine: Hebben jullie dat toen ook bepaald met testen?

Jannemiek: ja, ja.

Celine: Ja en dat deden jullie ook met het uur waarop jullie de content plaatsten?

Jannemiek: Ja maar ga er nooit blind van uit. Het hangt heel erg af per post. Een post met een pakkende kop zal bijvoorbeeld vaker aangeklikt worden. Dat hoeft niet persé dan aan de tijd te liggen zeg maar, maar de informatie die de post inhoudt. Staar je daar niet blind op.

Celine: Denk je niet dat ’s ochtends content meer gelezen wordt?

Jannemiek: Ja het ligt er heel erg aan. Vrijdagmiddag bijvoorbeeld om 4 uur werkt ook heel goed en net iets voor de lunchpauze ook, dat er tijdens de lunch gelezen wordt. In de zomermaanden weer minder. Zo heb je allemaal met seizoenen en tijden te maken.

Celine: Had je wel een bepaalde structuur van wanneer je iets plaatste? Ja we hadden wel een kalender. We begonnen met een blog en daar plaatsten we dezelfde dag nog een Tweet over. En de dag daarna een bericht op LinkedIn. En Twitter doen we drie dagen later herhalen. De planning deden we altijd via een kalender.

Jannemiek: We kijken dan naar welk onderwerp we zouden pakken en of er belangrijke data waren.

Celine: Hoe bepaalden jullie de onderwerpen?

Jannemiek: Ja ik deed in het begin altijd een content brainstorm, dus ik ging met experts aan tafel zitten en dan keken we welke content interessant is om aan te snijden. En om daar structuur in te krijgen. Daarmee deed ik verder onderzoek naar die onderwerpen.

Celine: Uhu.

Jannemiek: Gaandeweg legde ik die vast in een kalander. Het is heel goed om te plannen. Het is beter om het te bespreken van tevoren. Plaats elke week een blog en verspreid die de dag erna op LinkedIn. Daarmee kan je ook heel veel content maken.

Celine: En hoe deden jullie, zeg maar, ik weet niet hoe ik het uit moet leggen hoor. Maar Jordy vertelde gisteren dat jullie je content aanpassen op de zoekwoorden vanuit jullie doelgroep. Voor ons zou dat bijvoorbeeld zakendoen in Nederland kunnen zijn.

Jannemiek: Oh ik word gebeld. Kan ik jou zo even terugbellen?

Celine: Tuurlijk tot zo.

<< Hangt op >>

Jannemiek: Dag Celine, sorry er kwam even een belangrijk telefoontje tussendoor.

Celine: Geen enkel probleem.

Jannemiek: Dank je. Om terug te komen op je vraag, we doen online en offline SEO. Daarbij maken we een zoekwoord analyse en dan zorgen we dat dat zoekwoord in de content naar voren komt. Laat het echter niet leidend zijn. Ga altijd uit zoals Google denk, is deze informatie relevant voor de gebruiker? Je moet niet alleen maar op deze zoekwoorden schrijven.

Celine: Ik snap het. Hoe kan je die zoekwoorden echt vinden?

Jannemiek: Je kan Google Adwords gebruiken, uhm. Hier kies je zelf de woorden voor. Wat is er aan je content gerelateerd, welke discussies zijn er gaande? Er zijn heel veel handleidingen die je op Google kunt vinden met SEO. Ik vind het heel leuk om te doen!

Celine: En die zoekwoorden zoek je zelf uit dus he?

Jannemieke: Je hebt Google Webmaster Tool. Dus op welke zoekwoorden word ik nu gevonden. Je kan ook praten met het hoofd van je bedrijf, naar wat volgens hem of haar de hoofdonderwerpen zijn. Maar inderdaad, er is geen tool die zegt welke zoekwoorden gebruikt worden.

Celine: En zo doe je ook je SEO he?

Jannemieke: We deden off site, on site SEO. Je zoekanalyse valt daar natuurlijk onder.

Celine: En uiteindelijk, hoe bepaal je dan welk woord je koopt?

Jannemieke: SEA of SEO?

Celine: Wat is precies het verschil?

Jannemieke: SEO staat dus voor Search Engine Optimization, dus hoe hoog scoor ik in de zoekresultaten van Google en dat is gratis. En dan heb je SEA dat is Search Engine Advertising en daarbij betaal je om in de zoekresultaten te verschijnen. Dan sta je dus bovenaan. Voor het ene betaal je en voor het andere betaal je niet.

Celine: En waarom is SEO dan gratis?

Jannemieke: SEO is gewoon is dat je je website zo inricht en Google heeft een soort spiderrobotje die alle websites overgaat. Uh.. die linkt dan je website aan de zoekresultaten.

Celine: Ok, dus pas je je website zodanig aan dat die spiderrobot je website analyseert en vind met betrekking tot de zoekwoorden? En met SEA, koop je bepaalde zoekwoorden dus, zodat je gelijk goed verschijnt in de zoekresultaten?

Jannemiek: Ja, precies! Ja per klik betaal je. Sommige zoekwoorden zijn duurder dan anderen. Maar daarmee kan je spelen hoor. Je kan bijvoorbeeld 'Ondernemen in Nederland' kiezen en dan bepaal je voor een week per klik bijvoorbeeld. Je het ook specifieker richten, per doelgroep.

Celine: Goede tip! Even kijken hoor.. uhh. Gebruiken jullie ook community-engaging pages?

Jannemieke: Ik heb gemerkt dat dat vanaf de website naar een social mediakanaal niet heel goed werkt, maar andersom wel. Dus om de URL in je tweet te plaatsen, wat tot meer bezoekers naar je website automatisch leidt. Zorg dat je je lezers tot actie aanspoort. Wil je hier meer over weten? Neem dan contact met ons op, bijvoorbeeld.

Celine: Helder. Heb je verder nog tips voor een goede content marketingstrategie.

Jannemieke: Begin klein, je kan het altijd uitbreiden. Want in het begin hoeft het nog niet perfect te zijn. Je bent in ieder geval al goed opweg!

Celine: Ah dank je wel! Ik neem je tips zeker mee in mijn scriptie.

Jannemieke: Fijn te horen. Je kan mij altijd contacteren in het geval je nog met vragen zit!

Celine: Dat is fijn te horen, dank je wel!

Interview Jordy den Hollander, Econocom

Contextual data	**27-04-2018**	**Background information**	
Date:	27-04-2018	Interviewee:	Jordy den Hollander
Location:	CFCI, Amsterdam Econocom, Nieuwegein	Company:	Econocom Nederland
Time:	13:00 – 13:45	Interviewee's function:	Online Communications
Interviewer:	Celine Meijer		
Setting of the interview:	Interview was done by email		

Label colours with inks to the operationalisation model
Communication platforms
Timing

Frequency
Content
Community-engaging pages
Out-links
SEO
Tips and best practices

1. Wat is uw functie binnen Econocom en uw rol in content marketing?

Mijn functie bij Econocom Nederland is die van Online Communication Specialist. Ik ben (mede)verantwoordelijk voor de creatie- en curatie van content voor op o.a. onze social kanalen en onze website.

2. Welke social mediakanalen gebruiken jullie bij Econocom?

Wij gebruiken bij Econocom Nederland LinkedIn, Twitter en Facebook.

3. Wie hoop u daarmee te bereiken? Kortom, wie is uw doelgroep?

Hangt een beetje af per platform. Facebook zien we vooral als een soort 'huiskamer' die de menselijke kant laat zien van onze organisatie. Twitter en LinkedIn gebruiken we vooral voor het promoten van onze blogs, nieuwtjes, jaarcijfers, trendberichten. Het idee is dat we als Thought Leader gezien willen worden binnen de markt.

4. Hoe bereiken jullie prospecten via social media en de website, dat wil zeggen, nieuwe contacten?

Zie antwoord op vorige vraag. Laten zien dat we een 'expert' zijn op het gebied van digitalisering en lease oplossingen

5. Over welke onderwerpen plaatsen jullie content? Wat zijn de onderwerpen die jullie doelgroep interesseren?

Wij plaatsen op onze website vooral nieuwtjes over trends "Wat zijn de top 5 digitale trends voor 2018" etc. Dat proberen wij toe te spitsen op de segmenten waarin wij werkzaam zijn: overheid, onderwijs, retail, zorg en het mkb.

6. Welke communicatiemiddelen gebruiken jullie? Zoals blogs, podcasts, vlogs, etc.

Wij gebruiken vooral blogs, trend- en nieuwsberichten, persberichten, vlogs (alleen intern) en video's.

7. Hoe vergroot u de zichtbaarheid van uw marketing? Wat zijn daarvoor de elementen die u inzet**?**

Door te kijken naar de zoekwoorden die mensen gebruiken proberen wij onze teksten op een dusdanige manier aan te passen dat we gevonden worden. Daarnaast wordt er geïnventariseerd wat de mogelijkheden zijn om met paid advertising een bredere doelgroep te bereiken.

8. Zijn er verschillende dagen waarop je iets post op social media en de website? Is er een soort van timing?

Meestal proberen we om op de dinsdagen en donderdagen iets van content te plaatsen op onze website (blog of een nieuwsbericht). Wat betreft socials gaat dat voor Twitter de hele week door (2 á 3 berichten per dag. Variërend van eigen nieuws tot trends en nieuwtjes in de markt van externe partijen). Facebook en LinkedIn proberen we 1 a 2 keer per week iets te plaatsen, mits er iets te melden valt.

7. Is er een bepaald tijdstip waarop jullie iets plaatsen op jullie social media? Zoals 's ochtends, om zo meer mensen te bereiken?

Qua plaatsen van berichten proberen we meestal te kijken wanneer onze doelgroep het meest actief is op de socials. Traditiegetrouw is dit rond de lunchtijd, dus wij proberen zo tussen 11 en 2 onze posts op socials online te zetten. Kleine kanttekening is wel dat 'iedereen' weet dat dit de ideale tijden zijn om iets te plaatsen. Dus is dit nog wel het ideale moment om je content te pushen of verdwijn je in een grote stroom van content op je timeline?
Ik gebruik de tool Followerwonk. Die tool is erg handig, want je kan zien hoe laat jouw volgers in het algemeen het vaakst online zijn. Dit geldt overigens ook voor onze SEO beleid.

10. Hoe vaak plaatsen jullie iets op social media? Zoals, 3 keer per week?

Zie antwoord op vraag 8. 1 á 2 keer per dag voor Twitter, 1 á 2 keer per week voor LinkedIn en FB.

11. Ik heb gelezen dat je met meer content, meer bezoekers trekt. Deze type content wordt out-links genoemd. Passen jullie dit toe bij de Econocom, zodat meer bezoekers jullie website vinden?

Ja, we passen de zoekwoorden toe in onze tekst, zodat bezoekers ons makkelijker kunnen vinden.

12. Search Engine Optimization is als bedrijven activiteiten uitvoeren zodat hun vindbaarheid in zoekmachines wordt vergroot. De doelgroep zoekt op een bepaald trefwoord en vindt zo jullie website. Voeren jullie activiteiten uit om de zoekmachine te optimaliseren? Hierbij koopt een bedrijf een zoekwoord. Doen jullie dit bij de Econocom en zo ja, hoe? Kun je hier een voorbeeld van geven?

Zie het antwoord op vraag 7.

13. Met community-engaging pages leid je bezoekers van het ene social mediakanaal naar het andere of naar de website. Is dit van toepassing bij de Econocom en zo ja, hoe?

Ja dit doen we wel, maar eerder van het social mediakanaal naar de website. Ik heb het idee dat van de website naar een social media kanaal minder goed werkt.

14. Welke content elementen zou je verder nog aanraden om toe te passen op een social media en websitestrategie? (Content marketingstrategie)

Ik denk dat hier een duidelijke tweedeling is. Je zie dat podcasts steeds hipper worden, tegenwoordig kan je ze ook beluisteren op o.a. Spotify. Daarnaast lijken blogs ook weer enigszins upcoming. Daarnaast zie je ook dat het anno 2018 allemaal snel en vlug moet. Kijk naar Instagram, Snapchat etc. Ik zou dus meer focussen op visueel aantrekkelijke en easy digestible content. In één oogopslag mensen op de hoogte brengen van wat jij te melden hebben of een infographic. Ik raad je verder ook aan je posts zorgvuldig te plannen. Hiervoor kan je de tool Hootsuite gebruiken. Daar is een betaalde en een gratis variant van.

Interview Aurélie Magnin, Invest in Lyon

Contextual data	**25-04-2018**	**Background information**	

Date:	25-04-2018	Interviewee:	Aurélie Magnin
Location:	CFCI, Amsterdam Invest in Lyon, Lyon	Company:	Invest in Lyon
Time:	14:15 – 15:00	Interviewee's function:	Communication Project Manager
Interviewer:	Celine Meijer		
Setting of the interview:	Interview was done by mail		

Label colours with inks to the operationalisation model
Communication platforms
Timing
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SEO
Tips and best practices

1. Quelle est votre fonction à Invest in Lyon et votre rôle dans la stratégie marketing de l'entreprise ?
   Responsable communication de l'Aderly.
   La stratégie globale de l'agence est proposée par le comité de direction à nos mandants (financeurs de l'agence).
   Je suis ensuite chargée de déployer un plan d'actions annuel en rapport avec nos objectifs sur différents volets :
   - Le webmarketing pour développer notre visibilité sur le web et détecter des projets d'implantation
   - La communication institutionnelle pour rendre visible nos services et nos résultats
   - L'accompagnement des équipes commerciales pour leur fournir les outils dont ils ont besoin pour prospecter
   - Les relations avec nos partenaires et membres en tant que prescripteurs

2. Quelles plateformes des réseaux sociaux utilisez-vous ?

Je ne suis pas en charge opérationnellement des réseaux sociaux à l'Aderly. Je travaille avec un CM qui est à 50% pour l'Aderly et à 50% pour ONLYLYON.
Nous sommes sur Facebook, Linkedin et Twitter concernant l'agence.

3. Quelles sont les personnes que vous souhaitez approcher ? En bref, qui est votre groupe cible ?

Notre cible prioritaire reste les investisseurs internationaux mais aussi nationaux. Notre objectif est en effet de faire connaitre nos services auprès des entreprises qui ont un projet d'implantation ou de développement en région lyonnaise.

4. Comment approchez-vous des prospects ?

Les manières classiques : prospection téléphonique, achat de fichiers, mailings, événements, séminaires, missions de prospection, mais aussi campagnes sur les réseaux sociaux (Inmail Linkedin, contenus sponsorisés…)

5. Quels sujets abordez-vous ? Quels sujets intéressent votre groupe cible ?

Nos cibles sont très hétérogènes car issues de secteurs d'activité et de pays très divers. Exemple pour les secteurs : sciences de la vie, chimie, environnement, industrie, tertiaire, numérique, etc. Pour les pays : Amérique du Nord, Japon, Chine, Europe… Nous ne pouvons pas parler de la même manière à toutes ces cibles.
Les sujets sont donc variés : les atouts de Lyon en général pour une implantation, les entreprises ayant déjà choisi Lyon, les secteurs d'activité de la métropole, nos services, etc.

6. Quelles ressources de communication utilisez-vous ? Comme des blogs, des podcasts, vlogs, etc.

Argumentaires, plaquettes, newsletters générales et sectorielles, vidéos.

7. Que faites-vous pour effectuer votre campagne marketing ? Quels éléments utilisez-vous ?

On n'a pas le budget pour le faire en ce moment.

8. Est-ce que vous avez des jours spécifiques durant lesquels vous publiez votre contenu ? Est-ce qu'il y a une période de la journée plus propice qu'une autre ?

Pour les réseaux sociaux nous publiions de préférence les lundi, mercredi et vendredi. Les posts sont programmés à différents moments de la journée selon les sujets et nous ajustons selon les retombées. Pour les newsletters les jours propices sont les mardi et jeudi. Les taux d'ouverture sont souvent plus importants.

9. Combien de fois par semaine vous publiez sur les réseaux sociaux ?

Pour compléter la réponse précédente, nous publions en général 3 fois par semaine mais si nous avons bcp de sujets nous publions tous les jours (sauf le weekend).

10. **J'ai lu qu'avec plus de contenu, il y aurait automatiquement plus de visiteurs sur votre site internet. Est-ce que cela est le cas pour Invest in Lyon ?**

Le contenu est une des composantes importantes du référencement naturel mais les normes de Google évoluent et aujourd'hui nous sommes en perte de trafic à cause d'un site trop lourd et trop lent. Une refonte est envisagée pour fin d'année mais cela coûte cher !

11. Que faites-vous concernant 'Search Engine Optimization' pour augmenter la visibilité de votre entreprise sur internet et les réseaux sociaux ? Votre groupe cible cherche un mot sur Google par exemple et tombe sur votre site internet. Que faites-vous pour optimiser le moteur de recherche ? Pourriez-vous donner un exemple ?

Cela rejoint un peu la réponse précédente. Aujourd'hui Google veut des sites qui soient mobile first c'est un dire avec un contenu léger et rapide. N'ayant pas les moyens de se mettre de suite aux nouvelles normes, nous avons fait des optimisations de pages pour contre balancer la perte de trafic. Nous travaillons aussi des pages sur notre site de 2 manières : les contenus chauds (= les actus) et les contenus froids (= pages statiques). Nous choisissons des sujets en rapport avec nos objectifs (secteurs

notamment) mais aussi avec les requêtes des internautes. Par exemple nous voyons que les pages sur l'aéroport (l'accessibilité de Lyon), les sites d'implantation ou les grandes entreprises sont celles qui attirent le plus.

12. Est-ce que vous ajoutez des liens qui redirigent vers votre site internet ou vos réseaux sociaux ?

Les liens internes et externes sont très importants pour le référencement. Nous essayons donc au maximum de mailler nos publications avec d'autres contenus.

13. Est-ce que vous avez des recommandations pour améliorer la stratégie marketing de la CCI France Pays-Bas ?

Je ne connais pas assez vos objectifs et services pour vous préconiser quelques chose ;-)

Raw material from Anicia Oeser, CCI International

Contextual data	**20-04-2018**	**Background information**	
Date:	20-04-2018	Interviewee:	Anicia Oeser
Location:	CFCI, Amsterdam CCI International, Paris	Company:	CCI International
Time:	08:00 – 10:00	Interviewee's function:	Communication, Marketing and Events Manager
Interviewer:	Celine Meijer		
Setting of the interview:	Interviewee chose to send documents by email		

Label colours with inks to the operationalisation model
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This part includes a desk research related to the documents provided by Miss Anicia Oeser who works at the CCI International in Paris and who is responsible for the communication. At the last

moment, Miss Oeser was unavailable for an interview, due to other tasks, so information was shared by her which led to answers on the question this research had. Miss Oeser works for the CCI France International in Paris and is in charge of the Communication, Marketing and Events. This means that she is also in charge of the CCI France International's website and social media.

Website and Social Media

The CCI France International Chamber's website appears very structured and provides information of the services and which French Chambers of Commerce exist abroad. Also the website gives information about the events that are both organised by the CCI France International and the French Chambers of Commerce abroad.

When it comes to Social Media, the CCI France International uses both Twitter and LinkedIn and even has a YouTube channel. To start with Twitter, the CCI France International is very active as it publishes regularly, almost every day, content on this platform. The CCI International publishes mainly about its events, especially about the Trophies, which are prices for businesses and business partners categorised in different groups like 'Innovation' and 'Startup'. The CCI France International has about 3.400 followers and is following in return 1.583 accounts. The CCI International retweets information from other French Chambers of Commerce and of other institutions as Export PME, MEDEF and of other clusters but mostly in France.

On LinkedIn, the CCI France International has more than 5.300 followers and the content published on LinkedIn corresponds with the content published on the CCI France International's website and Twitter. Interesting is that the CCI France International publishes also its newsletter on its social media platforms, LinkedIn in this case. This offers prospects the opportunity to come immediately in touch with the CCI France International. However, the CCI France International does not publish that often content on its LinkedIn.

Lastly, the CCI France International offers a YouTube page, but it consists only of four videos. However, 152 people are subscribed.

Subjects

The CCI France International publishes information about events, other French Chambers of Commerce, information about the French market and news actualities.

Communication tools

The CCI France International publishes its content through articles, videos (on YouTube) and documents.

Out links

The amount of information on social media is limited as not whole articles can be published. Therefore it is relevant to link directly to the website. With this you do not only lead more visitors to your website, but you also publish more content so out-links will appear easier and the visibility of your internet website will eventually increase.

Plan of Approach of Content Marketing Strategy

According to the documents published by the CCI France International, in order to optimize a digital transformation, four steps need to be taken:

- Identify the current information that is relevant to your existing target group: In a French Chamber's case, a study can be done to other French Chambers of Commerce to see about which content information is published and to do a study in terms of their presence on social

media, with which frequency content is published, etc. In general this information is about: events, the Chamber's services, membership, etc.

- Set up your goals. It is important to set up goals that correspond and do not differ too much, in order to gain more overview.
- Determine which target groups relate to your French Chamber of Commerce and identify their needs for information.
- Choose indicators who allow you to analyse the efficiency of your actions.

Search Engine Optimization : The basics of referring and how to choose key words

It is important to know your position of your website in the result pages of search tools like Google. If it is wished that a website is visible, it is important that the website refers to certain key words, this means that the website should be structured in key words in order to find the website on the research page of the search tools. There are several techniques for optimizing the search engine (CCI International, 2017). One technique is to define the words on which information was searched on your website, which consists of 8 steps:

1. Create a list of key words: make up a list of around 10 words that correspond with the activities of your company.
2. Find similar key words: Find synonyms for the words that have been found in the first step. Herefore Keyword Planner of Google can be used, as well as SEMRush, Moz, Majestic, Ubersuggest (free tools), etc.
3. Estimate your research volume of searches.
4. Evaluate the competition per key word.
5. Establish a scale for the index of interest and feasibility.
6. Compile the two indices and determine the keywords to optimize
7. Study the positioning of your pages on these keywords
8. Elaborate long tail queries around the keywords you have selected

Other tips to increase the visibility of the website and social media of the CFCI

Make sure that other websites links to your website. Example of websites:

- Websites of the Embassies
- Event websites to which your company participate,
- Websites of partners or agents
- Press releases about your company
- Share your published articles on France-Monde Express.

How to improve your presence on Social Media

First of all, be regular. It is important that there is a certain rhythm on your social media, so that the target group becomes accustomed to it. With the tools 'Agorapulse, Buffer or Hootsuite' you can make a planning, an overview of all the social media channels you use and you are able to create the post in advance. Secondly, use visuals in order to put appealing messages indicating all the advantages of your company. Make sure that the visual's format is in line with the social media channel and that a small text is written beside the visual. Thirdly, stimulate the action. This means that you should call your followers to action. You can do this thanking them to share your post or you can say 'visit our website'. Finally, it is crucial to determine to which subjects and persons you mention your post. This can be simply done by using hashtags, mentions and to tag a relevant contact. It is therefore very interesting to create a list of relevant hashtags and relevant accounts that can increase the visibility of your social media posts.

Benefits and disadvantages of Social Media channels
Facebook : Facebook is a leader in terms of active users, so this platform can be very interesting for sharing your French Chamber's activities (CCI International, 2018). The advantages and disadvantages are:
+ Social medium with the biggest number of active users.
+ Reunites all age groups, categories of the population and offers the possibility to target.
-. It is more a channel for BtoC.
-. The competition is very high. A visibility often demands a big investment.

Twitter: Twitter is the social medium for direct contact with your audience by the use of short and appealing messages (CCI International, 2018). The advantages and disadvantages are:
+ Virility is very important, the option 'retweet' allows to reach more people.
+ Allows you to find influencers, journalists and other persons.
-. The maximum amount of words is only 140 characters.
-. It might be difficult to have an editorial strategy and to retweet with regularity.

LinkedIn: According to the CC International, LinkedIn is the most efficient tool for generating more leads towards your website. It is very important to put on this platform why your company is of added value (CCI International, 2018). The advantages and disadvantages are:
+ A social medium that is specialised in BtoB.
+ Well adapted to the generation of leads in BtoB.
-. Functions like prospection are not for free.
-. The use of this platform is less than Facebook or Twitter.

Relayer vos articles sur France-Monde Express

Vous pouvez nous soumettre vos actualités afin que nous les relayons sur notre site d'information France Monde Express. En insérant un lien vers vos pages dans le contenu de l'article, vous obtiendrez donc de nouveaux backlinks.

Pour soumettre un de vos articles, vous pouvez en faire la demande à Anicia (a.oeser@ccifrance-international.org) en charge du site francemondeexpress.fr.

Partner 'Business France' of the French Embassy in The Hague provides a section of information on its website about the CFCI.

Coding tabels: Interviews

Label colours with inks to the operationalisation model
Communication platforms = CP

Timing = T
Frequency = F
Content = C
Community-engaging pages = CEP
Out-links = OL
SEO
Tips and best practices= TaBP

Respondent's number	Name of respondent and company
1	Nynke de Vries, Netherlands Embassy in Paris
2	Jannemieke Starkenburg, Econocom
3	Jordy den Hollander, Econocom
4	Aurélie Magnin, Invest in Lyon
5	Anicia Oeser, CCI International Paris

Code	Respondent	Quotes
CP	1	- Wat betreft de Social Media: de particulariteit van ons social media is dat we vooral in de Franse taal posten, de Ambassade accounts zijn dus in de Franse taal, omdat we daarmee het Franse publiek willen bereiken. Niet speciaal de Nederlanders, maar eigenlijk de Fransen om ze te informeren over Nederland. En dan hebben we ons Facebookaccount, die we dus ook nog speciale informatie geeft over cultuur dus voor Nederlanders in Frankrijk en dan hebben we ook het onderwerp 'Société' dus zoals je al zei, dat is over Zakendoen, et cetera. Daar plaatsen we dus content op om de Fransman in Nederland te interesseren. En Twitter is dus ook in het Frans en daar doen we meer onderwerpen, oftewel economisch, oftewel politiek. We proberen dat echt een beetje te scheiden. We hebben Facebook voor wat luchtere informatie en Twitter voor wat meer inhoudelijk. - LinkedIn doen we meer in het Engels - Er zijn afdelingen die blogs gebruiken, maar dat is vooral bij het Economisch Cluster. Maar eigenlijk wilt Den Haag deze eruit gooien. - Vaak maken we deze video's zelf, met onze telefoon. Maar soms huren we ook professionele filmgroepen in om gebeurtenissen vast te leggen.
	2	- Twitter, LinkedIn, Youtube, Instagram en Facebook. En dan heb je ze allemaal wel denk ik. - En voor een klant die meer consumentgericht was, zetten we vaker Facebook en Instagram in. En voor klanten die meer BtoB waren, dus meer bedrijfsgericht, dan grijp je makkelijker naar LinkedIn. - Ja, Twitter is ook volledig aan te raden voor BtoB, ook voor BtoC. Wat we vaak deden was paid social, dus wat we deden waren social posts. Daarmee kan je beter je doelgroep bereiken. En maar goed, dat is wel wat handiger.

		- We deden dit in vlogs, blogs, video gewoon, infographics, whitepapers, email mailing, persberichten, interviews, events en volgens mij heb ik dan wel alles.
	3	- Wij gebruiken bij Econocom Nederland LinkedIn, Twitter en Facebook. - Facebook zien we vooral als een soort 'huiskamer' die de menselijke kant laat zien van onze organisatie. Twitter en LinkedIn gebruiken we vooral voor het promoten van onze blogs, nieuwtjes, jaarcijfers, trendberichten. Het idee is dat we als Thought Leader gezien willen worden binnen de markt. - Wij gebruiken vooral blogs, trend- en nieuwsberichten, persberichten, vlogs (alleen intern) en video's.
	4	- We are active on Facebook, LinkedIn and Twitter for our business. - We furthermore use polls, general newsletters and sectors.
	5	- When it comes to Social Media, the CCI France International uses both Twitter and LinkedIn and even has a YouTube channel - The CCI France International publishes its content through articles, videos (on YouTube) and documents.

Code	Respondent	Quotes
T	1	- Ja, dit doen we inderdaad. Oftewel begin van de morgen of eind van de morgen, of begin van de middag of eind van de middag. Soms doen we het ook op vrijdagmiddag nét voor het weekend voor culturele activiteiten die in het weekend plaatsvinden.
	2	- Ja er zijn verschillende rapporten hierover. Maar ik zou zelf uittesten wanneer jou doelgroep het vaakst actief is. Want misschien is die ondernemer juist via de lunchtijd online is. Ik zou daar gewoon even mee testen. - Ja het ligt er heel erg aan. Vrijdagmiddag bijvoorbeeld om 4 uur werkt ook heel goed en net iets voor de lunchpauze ook, dat er tijdens de lunch gelezen wordt. In de zomermaanden weer minder. Zo heb je allemaal met seizoenen en tijden te maken.
	3	- Qua plaatsen van berichten proberen we meestal te kijken wanneer onze doelgroep het meest actief is op de socials. Traditiegetrouw is dit rond de lunchtijd, dus wij proberen zo tussen 11 en 2 onze posts op socials online te zetten. Kleine kanttekening is wel dat 'iedereen' weet dat dit de ideale tijden zijn om iets te plaatsen. Dus is dit nog wel het ideale moment om je content te pushen of verdwijn je in een grote stroom van content op je timeline? Ik gebruik de tool Followerwonk. Die tool is erg handig, want je kan zien hoe laat jouw volgers in het algemeen het vaakst online zijn
	4	- Regarding to our social media, we prefer to publish on Monday, Wednesday and Friday. The posts are programmed at different moments of the day, which depends on the time we have our content available. For our newsletters, we publish on Tuesday and Thursday. The conversion rate is the most important.
	5	Information not provided in the document.

Code	Respondent	Quotes
F	1	- De website gebruiken we alleen als het moet. Die willen we echt zo statisch mogelijk houden. Daar staat dus echt alleen informatie op over onze diensten en wat de Ambassade precies is. Af en toe, zetten we er wel een nieuwsactualiteit op, maar we gebruiken soms ook de website als we meer informatie kwijt willen kunnen en linken dat dan automatisch door naar onze social media platformen. De website is dus eigenlijk een parkeerplaats. Voor de rest met social media. We proberen denk ik, elke dag wel iets te posten, maar soms zitten er ook twee dagen tussen - Als er net veel gaande is, dan plaatsen we meer informatie op onze social mediakanalen. - Als je Twitter en Facebook samenneemt, dan plaatsen we 5x per week content.
	2	- Dus dat is een goed startpunt. Ik zou dan ook met 2 à 3 per week beginnen om iets te plaatsen.
	3	- Meestal proberen we om op de dinsdagen en donderdagen iets van content te plaatsen op onze website (blog of een nieuwsbericht). Wat betreft socials gaat dat voor Twitter de hele week door (2 á 3 berichten per dag). Variërend van eigen nieuws tot trends en nieuwtjes in de markt van externe partijen). Facebook en LinkedIn proberen we 1 a 2 keer per week iets te plaatsen, mits er iets te melden valt. - Zie antwoord op vraag 8. 1 á 2 keer per dag voor Twitter, 1 á 2 keer per week voor LinkedIn en FB.
	4	- We publish almost three times a week information on our social media, but if there is a lot of content available, then we publish every day (except from the weekend).
	5	- the CCI France International is very active as it publishes regularly, almost every day, content on this platform - The regularity of posting is more or less 9 times a week and especially in the afternoon

Code	Respondent	Quotes
C	1	- Op Facebook vooral over de evenementen en vooral als we die evenementen in eigen beheer hebben. Dus net zoals een literaire avond, of een avond over cultuur. Daar gebruiken we dus ons Facebookaccount voor. We communiceren ook over algemene culturele evenementen in Nederland en Frankrijk. Ja, en op Twitter, verder over algemene zaken op Facebook. Net zoals nieuws van de NOS, Nederlands nieuws dus, dat plaatsen we soms ook op Facebook. Het is altijd ter promotie van Nederland. - We hadden pasgeleden met de Boekenweek in Parijs, met het 'Lettre' fonds, een winactie wél geplaatst op Facebook, waar je dus twee kaartjes kon winnen voor de boekenbeurs, maar eigenlijk had dit weinig opgeleverd.
	2	- Nou voor die Tech bedrijven, probeer je aan te sluiten bij de actualiteit dus bij de datawetgeving die meespeelt, daar kan je weer een Success Story bij schrijven. Dat kan je bijvoorbeeld doen over de GDPR-wetgeving, the usebility. Ik wil je vooral meegeven dat je niet alleen over een dienst of product moet schrijven, maar ook om het vooral vanuit het oogpunt van de prospect te zien, dus de oplossing waar hij naar opzoek is.

		- Plaats elke week een blog en verspreid die de dag erna op LinkedIn. Daarmee kan je ook heel veel content maken. - We zijn begonnen met een strategie. Wat is onze strategie en je kan ook een concurrentieonderzoek doen. Dan kijk je naar de content die daar aangeboden wordt. Op welke naald gaan we inzetten? Wat voor soort content is daar het handigst. Je begint al goed, want je kijkt al welke artikelen het beste lopen. Welke onderwerpen doen het goed.
	3	- Wij plaatsen op onze website vooral nieuwtjes over trends "Wat zijn de top 5 digitale trends voor 2018" etc. Dat proberen wij toe te spitsen op de segmenten waarin wij werkzaam zijn: overheid, onderwijs, retail, zorg en het mkb. - Laten zien dat we een 'expert' zijn op het gebied van digitalisering en lease oplossingen
	4	- Our target groups are very heterogeneous due to different sectors. Examples of sectors: life science, chemicals, environment, industry, tertiary, etc. For the countries: North America, Japan, China, Europe… We cannot speak the same way at all our target groups. The subjects are therefore very different : the strengths of Lyon for launching a company, the companies that have already chosen to start doing business in Lyon, the activity sectors, our services, etc.
	5	- The CCI France International publishes information about events, other French Chambers of Commerce, information about the French market and news actualities. - The CCI International publishes mainly about its events, especially about the Trophies, which are prices for businesses and business partners categorised in different groups like 'Innovation' and 'Startup'. The CCI France International has about 3.400 followers and is following in return 1.583 accounts. The CCI International retweets information from other French Chambers of Commerce and of other institutions as Export PME, MEDEF and of other clusters but mostly in France.

Code	Respondent	Quotes
CEP	1	Celine: Ok, helder. Wat ik me nog afvroeg, linken jullie ook met jullie posts naar andere social mediakanalen? Nynke: Naar de Website doen we dit sowieso wel. Wij doen het zelf niet tussen Twitter en Facebook, maar ik geloof wel dat je dit automatisch in kan stellen. Het ligt er maar net aan waar welke doelgroep zich op bevindt.
	2	- Ja zeker. Blogs die op je website staan en dan stuur je in de nieuwsbrief links naar de website en dan heb je ook meer bezoekers naar de website. - Ik heb gemerkt dat dat vanaf de website naar een social mediakanaal niet heel goed werkt, maar andersom wel. Dus om de URL in je tweet te plaatsen, wat tot meer bezoekers naar je website automatisch leidt. Zorg dat je je lezers tot actie aanspoort. Wil je hier meer over weten? Neem dan contact met ons op, bijvoorbeeld.
	3	- Ja dit doen we wel, maar eerder van het social mediakanaal naar de website. Ik heb het idee dat van de website naar een social media kanaal minder goed werkt.

	4	- The content is one of the most important reference characteristics, but tools as Google checks the content by itself for leading traffic to a website. We feel a bit lost in the traffic, due to the fact that our website is very 'loaded' and too slow. We need to restructure the website, but this is very expensive!
	5	Make sure that other websites links to your website. Example of websites: - Websites of the Embassies - Event websites to which your company participate, - Websites of partners or agents - Press releases about your company - Share your published articles on France-Monde Express.

Code	Respondent	Quotes
OL	1	- Ja, dat doen we met onze social media. We linken automatisch door naar de website soms voor meer informatie. Dan hebben we ook bezoekers naar onze website. Dat is niet de bepaalde insteek voor ons, maar meer om de mensen überhaupt te informeren.
	2	- Om terug te komen op je vraag, we doen online en offline SEO. Daarbij maken we een zoekwoord analyse en dan zorgen we dat dat zoekwoord in de content naar voren komt. Laat het echter niet leidend zijn. Ga altijd uit zoals Google denk, is deze informatie relevant voor de gebruiker? Je moet niet alleen maar op deze zoekwoorden schrijven.
	3	- Ja, we passen de zoekwoorden toe in onze tekst, zodat bezoekers ons makkelijker kunnen vinden.
	4	- The internal and external links are very important for referencing. We try to link add the most content that is possible in our mailing campaigns.
	5	- The amount of information on social media is limited as not whole articles can be published. Therefore it is relevant to link directly to the website. With this you do not only lead more visitors to your website, but you also publish more content so out-links will appear easier and the visibility of your internet website will eventually increase.

Code	Respondent	Quotes
SEO	1	- We zijn een paar jaar terug mee begonnen, met Jeanetta. Ik geloof dat dat in 2014 was. We zijn begonnen met het promoten op Facebook. Elke dag betaalden we tien euro aan een automatische publiciteit systeem, waarbij je dus onder de aandacht gebracht onder allerlei mensen, om het in het begin te lanceren.
	2	- Dat werkt heel goed. Verder hadden we ook verschillende SEO-strategieën op onze website: on site en off site SEO.

		- Je kan Google Adwords gebruiken. Hier kies je zelf de woorden voor. Wat is er aan je content gerelateerd, welke discussies zijn er gaande? Er zijn heel veel handleidingen die je op Google kunt vinden met SEO. Ik vind het heel leuk om te doen!
	3	- Door te kijken naar de zoekwoorden die mensen gebruiken proberen wij onze teksten op een dusdanige manier aan te passen dat we gevonden worden. Daarnaast wordt er geïnventariseerd wat de mogelijkheden zijn om met paid advertising een bredere doelgroep te bereiken.
	4	- Well, today Google wants a website that can be easily displayed on a mobile phone. Therefore, the website should be light and fast. We implemented some SEO, but more in terms of minimizing the content in order to not loose internet traffic. We work in two ways on our website: 'hot' content (actualities) and 'cold' content (statistic pages). We choose the subjects according to our objectives (the sectors), but also to requests. For example, we see that content about the airport in Lyon (the accessibility of Lyon), the pages of doing business in Lyon and articles about big companies are especially appreciated.
	5	- It is important to know your position of your website in the result pages of search tools like Google. If it is wished that a website is visible, it is important that the website refers to certain key words, this means that the website should be structured in key words in order to find the website on the research page of the search tools. There are several techniques for optimizing the search engine (CCI International, 2017). One technique is to define the words on which information was searched on your website, which consists of 8 steps: • Create a list of key words: make up a list of around 10 words that correspond with the activities of your company. • Find similar key words: Find synonyms for the words that have been found in the first step. Herefore Keyword Planner of Google can be used, as well as SEMRush, Moz, Majestic, Ubersuggest (free tools), etc. • Estimate your research volume of searches. • Evaluate the competition per key word. • Establish a scale for the index of interest and feasibility. • Compile the two indices and determine the keywords to optimize • Study the positioning of your pages on these keywords • Elaborate long tail queries around the keywords you have selected

Code	Respondent	Quotes
TaBP	1	Nou, bij ons is het ook heel belangrijk om de informatie op de website te updaten en niet te veel te plaatsen Ik zou verder aanraden om snel te reageren als er vragen komen, dat soort dingen. En het is natuurlijk ook heel relevant om mensen te taggen, hashtags te gebruiken en veel te retweeten.

		Ik zou ook goed naar andere voorbeelden kijken, zoals de Franse Ambassade in Den Haag. Je kan daar ook informatie vandaan halen. Ik zou het niet zo goed weten. Je moet goed weten wie de doelgroep is en je moet de taal goed uitkiezen. Ook is het verstandig regelmatig te plaatsen.
	2	Begin klein, je kan het altijd uitbreiden. Want in het begin hoeft het nog niet perfect te zijn. Je bent in ieder geval al goed opweg! SEA planning via LinkedIn. Ik zou beginnen om een blog te maken die mensen aanspreekt zodat je kan werken aan je awareness. En die verspreiden op LinkedIn, misschien via sponsorposts. Ik zou dan ook vooral case-achtige verhalen toepassen. Dus wat is het voordeel als ze zich bij jullie aansluiten.
	3	Ik denk dat hier een duidelijke tweedeling is. Je zie dat podcasts steeds hipper worden, tegenwoordig kan je ze ook beluisteren op o.a. Spotify. Daarnaast lijken blogs ook weer enigszins upcoming. Daarnaast zie je ook dat het anno 2018 allemaal snel en vlug moet. Kijk naar Instagram, Snapchat etc. Ik zou dus meer focussen op visueel aantrekkelijke en easy digitable content. In één oogopslag mensen op de hoogte brengen van wat jij te melden hebben of een infographic. Ik raad je verder ook aan je posts zorgvuldig te plannen. Hiervoor kan je de tool Hootsuite gebruiken. Daar is een betaalde en een gratis variant van.
	4	I can't give you any recommendations due to the fact that I am not aware of your company and the services you offer.
	5	First of all, be regular. It is important that there is a certain rhythm on your social media, so that the target group becomes accustomed to it. With the tools 'Agorapulse, Buffer or Hootsuite' you can make a planning, an overview of all the social media channels you use and you are able to create the post in advance. Secondly, use visuals in order to put appealing messages indicating all the advantages of your company. Make sure that the visual's format is in line with the social media channel and that a small text is written beside the visual. Thirdly, stimulate the action. This means that you should call your followers to action. You can do this thanking them to share your post or you can say 'visit our website'. Finally, it is crucial to determine to which subjects and persons you mention your post. This can be simply done by using hashtags, mentions and to tag a relevant contact. It is therefore very interesting to create a list of relevant hashtags and relevant accounts that can increase the visibility of your social media posts

Code	Answers & frequency of the same answers
CP	Twitter (5), Facebook (5), LinkedIn (4), Blog (3), Youtube (2), video's (4), infographics (1), whitepapers (1), email mailing (1), press releases (3), interviews (1), polls (1), newsletter (3), vlogs (2)
T	Beginning of the morning (1), end of the morning (1), beginning of the afternoon (1), end of the afternoon (1), Friday just before the weekend (2), during lunch time (2), depends on when the content is available (1)
F	Every day (3), two or three times a week (2)
C	Events (2), news actualities (2), success stories (1), elaborated content (1), information about the French market (1), Information about the Dutch market (1)
CEP	Links from social media/blogs to the website (3), links from other websites towards his/her own website (1), traffic can be generated by the use of Google (1)
OL	Leading the traffic to the website (2), online and offline SEO (1), linking the content to the search words on Google (1), internal and external links.

SEO	Promotion planning on Facebook (1), online and offline SEO (1), adjusting your content to the search words used by people (1), minimizing content and adjusting text to the needs for information (1), make a SEO planning for structuring your website (1)
TaBP	Updating information on the website (1), don't publish too much information (1), respond quickly to answers (1), use a certain frequency/rhythm (3), implement a blog (2), use visual appealing and easy digitable content by the use of e.g. infographics (1), use Hootsuite (1), make a planning of publishing content (2), stimulate the action (2)

Appendix 3: Raw data

This chapter includes the desk research related to the social media / website activities of the other French Chambers of Commerce

It is decided to focus on other French Chambers of Commerce, which are the French Chamber of Commerce of Great Britain (CCFGB), the German-French Chamber of Industry and Commerce (AHK), The French Chamber in Singapore (FCC Singapore), The French Chamber of Commerce and Industry in Hong Kong (FCCIHK), the French-American Chamber of Commerce (FACCNYC), the French Chamber of Commerce in Barcelona (CCI France Espagne), the French Chamber of Commerce in Belgium (CCI France Belgique) and the French Chamber of Commerce in Sweden (CCFS). Those French Chambers of Commerce had been picked, as they represent the biggest French Chambers of Commerce worldwide. Within this chapter, an analysis will be given of the website and social media activities related to the specific French Chamber of Commerce.

Label colours with links to the operationalisation model
Communication platforms
Timing
Frequency
Content

The French Chamber of Commerce in Great Britain

The French Chamber of Commerce of Great Britain (CCFGB) was established in 1883 and is therefore one of the oldest French Chambers of Commerce worldwide. The CCFGB plays an active part in the Franco-British trade relations and has a network of 600 members and 3000 individuals (CCFGB, 2018). This shows that the CCFGB is much bigger than the *CFCI* and therefore can be of a good example.

Website

The website's menu of the CCFGB consists of 10 options: home, about us, membership, events, forums/clubs, publications, recruitment, business support, shop and news. The options of the CFCI's menu is limited to : Home, about us, members, events, trade service, employment/internship, publications and contact. First of all, the home page consists of a banner for the company Vinci Constructions in both English and French, a changing picture of the CCFGB 'Join us now!' and a publication about a HR book, a recent publication, forthcoming events, recent speakers, a small overview of the members and finally some reviews of the CEO's of members. The home page includes furthermore information about the implementation in Great Britain for a French company, members' offers and some other advertisements. The option 'home' can lead to three sections :

contact us, virtual tour and boardroom rental. The option virtual room leads to an impression of photos of the CCFGB and the option boardroom rental includes a price overview of renting a boardroom in the building of the CCFGB. Hereby, the prices differ for members and non-members.

Secondly, the option 'about us' includes several sections: who we are, what we do; who works for the Chamber: the Board, the Advisory Council, the Team; internship offers; join us; accounts & articles; contact us; partners & useful links; our patron members and our corporate members.

Thirdly, the option 'membership' includes several sections: already a member?, not a member yet?, frequently asked questions, membership request form, online directory, one stop-shop for start-ups. The 'already a member?' section includes information about membership and member offers (member to member offers on digital). The not a member yet? section includes information about the benefits of becoming a member of the CCFGB and how a company can join the network of members.

Fourthly, the option 'events' includes seven sections: Forthcoming events, Forthcoming forums/clubs, Past events, Awards / Throphy, Photo Gallery 2017, Photo Gallery 2018 and Sponsor an Event. The French Chamber of Commerce has only a calendar of events, a section about the Awards / Throphy, the last events and a Photo Gallery. A section about the forums/clubs is missing and could be interesting to add to the website of the CFCI. This section of the CCFGB includes a detailed description and programme of some forums with themes as Brexit, Climate Change & Sustainability, Digital Transformation & Innovative Forum, Finance, HR and Retail. Moreover, the website promotes some business clubs and its' events as the Start-up & SME Club, the Luxury Club and the Women's Business Club.

Fifthly, the option 'Publications' provides information about Franco-British business topics. Those publications consists of case studies in the form of a book. However, the publications are complimentary to its members, but are also sold to the general public (CCFGB, 2018). The publications that are provided by the CCFGB are: an INFO Magazine, The HR Guide, Cross-Cultural Booklet, the Franco-British Trade Directory, The Annual Activity Report and Newsletters which are 'Channel' and 'France UK Express'. The website furthermore includes Member to Member Offers, which provides the option for a member of the Chamber to buy exclusive offers of other members. Lastly, within this section there is the possibility for companies to promote its brand in the INFO magazine of the CCFGB.

In the sixth session, the CCFGB provides almost the same information as the CFCI does. It is remarkable that this section is created for two target groups: French companies and British companies. To the French companies the information includes: s'implanter, s'informer, se developper et prospecter, communiquer and an explanation about why a French company should start doing business in Great Britain. However, the CCFGB provides also a section to the British companies with an explanation why the French market is interesting. This information is missing on the CFCI's website, as it is mainly focused on the Dutch market.

In the seventh section, the CCFGB provides a shop to its visitors of the website. In this shop, two products are provided: events and publications. The publications that are partly provided on its website, can be purchased for further studies related to a company itself. Also, the CCFGB provides the service of facilitating an event.

Last but not least, the eighth section includes press releases, which leads automatically to articles, which is published on a webmail platform : www.members.ccfgb.co.uk/links/FBBA%20Winners%20announcement_2017.pdf.

Social media

The French Chamber of Great Britain uses three communication platforms: Facebook, LinkedIn and Twitter. The Facebook account has 10 reviews and consists of an appealing cover photo saying '1th Foreign Chamber in the UK', '132 years of experience', '90 events per year', '80 patron members', '8 forums and clubs'. The information is written in English and includes posts about the events, but also photo galleries.

The Twitter account consists of 3.114 followers, which is a lot. Also the tweets are written in English and correspond with the content written on Facebook. The regularity of posting is more or less 9 times a week and especially in the afternoon. Also the French Chamber of Britain used hashtags to specify its content. However, the CCFGB uses a second Twitter account on which every single day information is posted. This Twitter platform is used in order to connect. The introduction messages states: 'We create opportunities and connect people within the #FrancoBritish business community, #networking, #FBCCI, #business, #trade. On this twitter platform the CCFGB has around 10.500 followers and is following 10.600 accounts in return (FrancoBritishChamber, 2018).

Finally, the LinkedIn page of the French Chamber of Commerce in Great Britain shows a small introduction of what the CCFGB does. The cover photo consists of a network image. Also it provides a link to the website 'Join us now!'.

The German-French Chamber of Industry and Commerce

The website of the German-French Chamber of Industry and Commerce, the 'Deutsch-Französische Industrie- und Handelskammer (AHK)', offers a simple website. The website starts with a cover picture of the Eiffel Tower, which represents well France. Beneath the cover picture, the latest are shown like they are at the website of the CFCI. The publications of the AHK includes job offers, the programme 'Enseignement et Apprentissage', an overview of German companies in France, an article about 'your success on the German market' aimed to French businesses and finally, a publication about the members called 'Your French-German network'.

The AHK furthermore provides a menu which includes information about its services, its members, the manifestations, job offers and publications. The elements that are included within the option services are Commercial development, Tax system, Seminars, Environment & Recycling, Start-Ups, Fairs, Innovations & Technologies, Cluster corporation, prospection (Recherche de prestataires de service). The option 'Manifestations' includes information about the events that are organised by the AHK for its members, its clubs and French-German business partners. The third section, includes information about the members, but also why a professional or company should become member. The fourth section, includes very much information about internships, jobs in fields like Commercial, Finance, Marketing and Communication, etc. Last but not least, the final section includes the publications, which are about actualities, environmental actualities, publications and researches, economical information, the Magazine CONTACT and juridical information.

Social media

The AHK does not provide directly a link to its social media. Therefore, information about the AHK's use of social media was searched via Google. The AHK only uses Twitter, from which the account's name is AHK Frankreich CFACI (@ahk_frankreich). The AHK posts irregularly information on its Twitter account. The latest post was on the 13th of April and the one before on the 5th of April. It is seen that especially in the lunch break tweets are published. This information most of all includes events and retweets from posts in which the AHK was tagged. Moreover, the AHK uses hashtags in order to increase its visibility.

The French American Chamber of Commerce

Website

The French American Chamber of Commerce (FACCNYC) has almost the same lay-out for its website and structure of information as the CFCI has. The website's menu consists of seven options: About Us, Membership, Global Careers & J-1 Visas, Events, FACC CoWork, Trade Services and FACC Foundation. The first option 'About Us' consists of several sections: The FACC National Network, History and Mission, FACC-NY Board of Directors, FACC-NY Advisory Board, Contact US, FACC / Community News and Join our mailing list. Especially the FACC / Community news and the possibility for joining its mailing list differ from the information that the CFCI provides on its website. The FACC / Community news consists of three parts: J-1 VISA NEWS, FACC – New York News and FACC Member News. The J-1 VISA is a platform that offers cultural and educational exchange opportunities in the United States through a variety of programs overseen by the U.S. State Department (J-1 VISA. 2018). In this way, the FACCNYC tries to encourage French young people to start doing an exchange in the United States of America. Furthermore, the part FACC – New York News provides articles that are written by the FACC-NY itself including photos from the latest events. The third part, however, includes information about the members like the launch of websites, new partnerships and events organised by its members. This website offers, as the website of the CCFGB offers as well, a publication of a book that is for sale that offers information about doing business in the United States of America.

In the option 'Memberships' a visitor of the website can choose between five sections: Join the FACC New York, Membership Directory, Membership Benefits program, Unishippers – Special Member offer and Members Media Dashboard. The article of Unishippers includes profile information of the company and shows what this company can especially do for a French business. Unishippers offers a service of single point of contact for a business' non-freight shipping needs. In this way the FACCNYC makes interaction between members and member and new businesses possible. In return, the FACCNYC will receive gratefulness of Unishippers. It is especially an exclusive offer as Unishippers offers all FACC-NY Members further discounts in order to achieve up to 20% savings when compared to a business' historical non-freight shipping costs (FACCNYC, 2018).

The option Global Careers & J-1 Visas offers information about what the FACCNYC actually does and what their partnership with the J-1 Visa includes. The J-1 Visa programme gives foreign graduates the opportunity to work as an intern abroad in a company, but get fully paid. Likewise, the CFCI provides offers of V.I.E., in which a French graduate can do a two-year internship, fully paid, in the Netherlands.

At the option 'Events' the FACCNYC provides almost the same information as the CFCI does. Namely, it shows content about upcoming events, an overview of the 2017 FACC Foundation Gala, Past Events & Photo Gallery. In addition, the FACCNYC provides information about what the visibility opportunities can be for a company and how the FACCNYC can be of support for increasing this.

Moreover, what is interesting about the website of the FACCNYC is that every article related to the FACCNYC's social media platforms: Facebook, Twitter, LinkedIn an Google. Via these links an article can be directly shared on social media, which increases the visibility of the brand itself. The FACCNYC uses a lot of videos in order to inform businesses about the services they provide. By including this form of visualization, companies directly get a clear overview of what the FACCNYC is capable of.

The fifth and the sixth options include information about the FACC Cowork and the trade services. The FACC Cowork explains the service of facilitating an office for a French company in New York City.

The CFCI does this as well, but this information cannot be as simply found on its website as on the FACCNYC's. The sixth option, Trade Services, explains how the FACCNYC can be of support to French companies when doing business in the United States of America and provides even more a useful and clear document of its expertise. This document also provides information about the other French Chambers of Commerce as well in the United States.

Eventually, the FACCNYC offers scholarships and information about this fund is written in the last section 'FACC Foundation'. Also, on the FACCNYC's website general news posts are published like 'At a Glance: New Labor Law Reform in France' and '12/6 Talk on NYC real estate (in French)'.

Social Media

The FACCNYC uses four social media platforms, namely Twitter, Facebook, LinkedIn and Instagram. The Twitter account is called @faccnyc and it can be noticed that this French Chamber of Commerce is not that active on Twitter, as in average, the FACCNYC publishes every four days a post. However, the latest post is very interesting as it includes information about the French business market. Normally, a French Chamber aims to attract French businesses to its country of residence, but it is also important to inform the companies of the state of residence, the USA in this case, to its own country: France. However, the FACCNYC's twitter account is not that active as only 295 accounts are following this French Chamber and the French Chamber follows back 256 accounts in return. Only, 74 tweets had been placed the last 2 years. The first post had been published on the 25th of February 2016.

In addition, The FACCNYC's Facebook profile provides information about the members, the actualities that are written on its website and the events as well. The latest is interesting as someone can click on participate and this automatically pops up on its Facebook profile and therewith enhances the visibility of the event and the FACCNYC. The FACCNYC is more active on its Facebook profile as it publishes regularly, every 3 days, especially in the morning, information and includes reviews of stakeholders. Moreover, the FACCNYC has more followers on its Facebook than on its Twitter account.

When looking at the FACCNYC's LinkedIn profile, it is a closed group profile, which means that one should become member of the LinkedIn group in order to see the published information. It can be stated that the members of this LinkedIn group are only members of the FACCNYC, but also clients, partners or prospects.

Finally, the FACCNYC's Instagram profile includes 134 followers and the FACCNYC follows in return 280 Instagram accounts. The posts don't have that much likes, but includes beautiful pictures. The disadvantage of Instagram is that every post should consist of a picture originally taken by the Instagram account itself due to Copyright. In addition, the Instagram account of the FACCNYC includes original pictures and provides immediately contact information, which makes it for companies who are interested in the FACCNYC's network and/or services easier to access to the website and find the right content.

The FACCNYC offers also a YouTube platform on which videos are published of members and guest speakers.

The French Chamber of Commerce in Singapore

The French Chamber of Commerce in Singapore (FCCSingapore) has a website that is available in two languages: English and French. This Chamber has, like the FACCNYC, a website that is similar to the one of the CFCI. To, specify structure of topics is more or less the same. What is remarkable about

this website is that the information of services is divided into four groups: Explore the market, Set up your company, Recruit or look for a job and expand your network. It is wise to start with an introduction of the country of residence, as this informs well French companies what the foreign market offers and can be of interest to them. This section includes two document, one is a summary of the strong points of Singapore and the second one is a guide for succeeding in Singapore for the French companies. From this point, the FCC Singapore continues with explaining how the Chamber itself can be of great use to French entrepreneurs.

In addition, the FCC Singapore also offers discounts to its members from members. An example is the member Sofitel, which is also a member of the CFCI, which offers a discount of '10% off food Racines on A la carte menu'. The CFCI is not doing this so far.

Furthermore, the FCC Singapore offers case studies in publications as books about doing business in Singapore. It is interesting to offer books like this, as the target group of prospects and members are mostly interested in doing business in a foreign country.

Lastly, the FCC Singapore's website offers visitors the possibility to directly inscribe to its newsletter 'France Singapour Express'. This enables visitors to receive free information and therewith the French Chamber's visibility will increase.

Social Media

The FCC Singapore offers three social media platforms: Facebook, Instagram and Twitter. To start with Facebook, this Chamber shows a cover picture like the French Chamber of Great Britain does as well: it shows significant facts of its Chamber. In this case: 650 member companies, 120 companies supported in their development, 200 events per year, 4000 contacts and 18 committees. The FCCSingapore has 1.638 followers and has high rates of Success Stories. The FCC Singapore is active on Facebook as it publishes almost every three days a post about their events, their services, but also news articles about economical information of Singapore. Especially in the morning information is published around 11 a.m.

The Twitter however has only 78 followers and the FCC Singapore follows in return 367 accounts. The FCCSingapore started with offering this Twitter platform since January 2018, so it is normal that this Chamber does not have that many followers yet. However, the FCCSingapore publishes a lot of information, also retrieved from other websites and its members. Hereby, the FCCSingapore uses hashtags and tags companies like Airbus. Moreover, it publishes content of its services in order to promote and to find new clients and members. Posts like this are even retweeted six times!

Lastly, the FCCSingapore offers a LinkedIn page on which content is regularly published. This Chamber receives a lot of likes and has more than 3.370 followers! The FCCSingapore's LinkedIn page is on the contrary to the FACCNYC's LinkedIn page, open to everyone.

The French Chamber of Commerce in Hong Kong

The French Chamber of Commerce in Hong Kong (FCCIHK) has a beautiful colourful website in the French colours: blue, red and white. The first thing that is remarkable about the website is its changing cover picture that consists of: a photo of different files with the titles 'candidates' and 'clients', also a photo about office and meeting rooms rental, the HongKongEcho magazine, the open innovation forum and the publication about a guide of doing business in HongKong in French. Below the cover picture, a search tool is installed that gives the opportunity to search for a member. What's more, the upcoming events, committees meetings and upcoming trainings are shown. When an event is clicked, information is directly shown about what that event is about. After the column of

events, an overview is given about the FCCIHK's Business Services: Market Approach, Company Set Up, Office Rental, Visa Services, Translation & Interpretation, Trade Fair Support, Why Hong Kong? and even more services. Each service is well illustrated with a small icon. This makes the website easy to understand and nice to look at.

The menu of the FCCIHK consists of ten options: About Us, Membership, Events, Committees, Publications, Blog, Recruitment, Business Services, Contact Us and the French Chamber Foundation. Those options however also consist of several sections. So does 'About Us' consists of 'About Us', 'Executive Committee', 'Councillors', 'Partners' and 'Staff'. The section 'About Us' tells of course about what the role of the FCCIHK is, but what is interesting about this section is the video that is implemented for visualizing the information. The 'About Us' section also provides information about the Executive Committee like the Honorary Presidents, the Executive Members, the President and the Vice President. To every person, a picture is added. This makes the website more personal. The third section 'Councillors' explains well what the role is of the 40 councillors, namely that they are in charge of monitoring the conduct of business of the Chamber by its Executive Committee, and the approval of long-term strategies, business plans and the annual budget. The fourth option, Partners, shows well all the involved parties to the FCCIHK which are the French Chamber network, local institutions and French public institutions. The option 'Staff' shows clearly and structured thanks to images of the staff members and provides the contact details of each.

The option 'Membership' consists of four parts: Why become a member, Categories & Application, Members Directory and Members Privileges Programme. Like the CFCI does, this French Chamber provides content related to why a professional or a company should become member and which different kind of memberships exist. However, what is different about the FCCIHK's website is that it also provides discounts to its members. This is typically what the other French Chambers of Commerce did as well, except from the CFCI.

What is different about the option 'Events' is the possibility to follow a training. This is a type of event that the CFCI does not provide.

The fifth section 'Committees' is also every interesting as an advantage of being a member of the FCCIHK is the possibility to join committees. This allows this member share experience and information on common topics, be supported on technical matters, etc. The website also has a clear overview of the last 3 years. The regularity of the newsletter that is published is ever 3 months. The content of these newsletters is mostly the events organised by the FCCIHK itself.

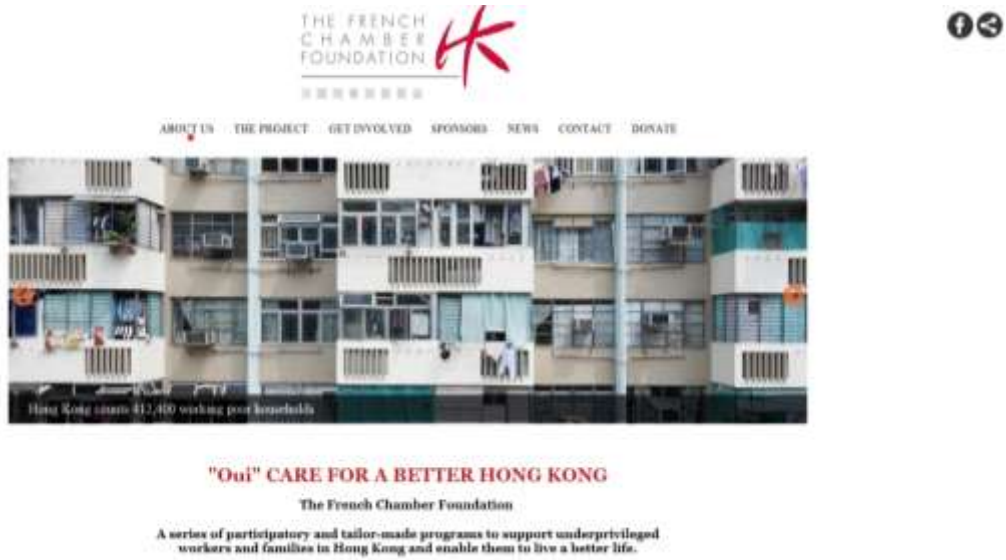
What's more, the option 'Publication' consists of the HongKongEcho magazine, Members Directory 2018, a guide about doing business in Hong Kong, French Shopping and Dining in Hong Kong Guide (Touristic book) and finally an annual Report for the French Chamber of Commerce and Industry in Hong Kong.

What is very interesting about the FCCIHK is that it maintains a blog consisting of Chamber News, Member News, Hong Kong and Success Stories. The FCCIHK publishes a lot on its blog.

This website provides, as all the other French Chambers of Commerce do as well, a section of Recruitment which offers job seekers the opportunity to apply for jobs. Also this section includes offers for trainees and V.I.E.'s to do a trainee programme in Hong Kong.

The FCCIHK in Hong Kong offers the same Business Services as the CFCI does, instead the fact that the FCCIHK offers a translation service.

Last but certainly not least, the FCCIHK offers a foundation to support underprivileged workers and families in Hong Kong and enable them to live a better life. In short, the FCCIHK appears to be a personal brand!



Social media

The FCCIHK has two social media channels: Facebook and LinkedIn. To start with the Facebook page, several elements are visible. The page starts with the services that are provided by the FCCIHK: recruitment services, business services and members services. The page furthermore includes pictures of the FCCIHK's events and promotion videos. At the moment, 2.375 people follow the FCCIHK on Facebook. The common language on Facebook is English, which makes the information more accessible for a larger target group. In addition, the FCCIHK posts in average every two days. Also, this French Chamber publishes content especially in the morning. The subjects that are described are : events, the FCCIHK's services, job offers, the magazine, team info (like a new employee), posts about international holidays (see picture bellow) and trainings.

In addition, the FCCIHK maintains a Facebook page for its foundation. However, one should become member in order to see this information.

Finally, the French Chamber in Hong Kong has a LinkedIn account to which 6.487 followers are involved. The LinkedIn page includes exactly the same content as the Facebook page does and information is posted with the same regularity as well.

The French Chamber of Commerce in Barcelona

The French Chamber of Commerce in Barcelona, la CCI France Espagne, has almost the same lay-out as the CFCI has as well. What is interesting about its website is first of all, the two sections in the option in the menu: Business Services, which are: the Spanish and the French market. In this way, the CCI France Espagne offers the opportunity to get in touch with both French as Spanish enterprises.

Secondly, the CCI France Espagne offers people the opportunity to find a job in the section 'Candidates'. Herewith, people can send their CV if they speak both Spanish as French. Also, the CCI France Espagne offers a platform of jobs that are available in Spain.

Thirdly, when going to the option 'publications' the website both provides information about French topics like holidays and Spanish topics like the French position in Spain. Also, the newsletter is published from every year. Which makes it interesting to people to read back further information.

Social media

The CCI France Espagne uses Facebook, Twitter and Instagram. On its Facebook page are relevant topics described as its events, member news, job offers, etc. Hereby the CCI France Espagne uses hashtags. The French Chamber publishes almost every day on its Facebook page and sometimes almost various times a day. 1.127 people currently follow the French Chamber of Commerce in Spain.

Also on Twitter, the CCI France Espagne publishes almost every day information. The time of publishing variates. The Twitter page consists of 2.211 followers, which is quite a lot for a small French Chamber.

Finally, the CCI France Espagne's LinkedIn page is only used for members. This shows that the CCI France Espagne uses its Twitter and Facebook account to post general content to a general target group and the LinkedIn page specific content related to its members for its members.

The French Chamber of Commerce in Belgium

The French Chamber of Commerce in Belgium, 'la CCI France Belgique', is present in Brussels. The website has a menu that consists of six options: 'Home, the team, services, formations, events and contact'. First of all, the website shows immediately the mission of the CCI France Belgique: 'We help, we accompany, we animate'. This is a good way to show visitors at the right moment what the Chamber can do for you. Next to the mission two pictures show up: one of the logo of the CCI France Belgique and one of the office. The page shows three services: Service Commercial, office locations and the Club Affaires. All cervices are beautiful demonstrated with the logo, as can be seen on the picture here below.

The home page further shows the prestige members, the upcoming events and the patronage members. Moreover, the home page directly shows the awards for the best investor in Belgium inclusive all the benefits of participating. This could be interesting to the CFCI as well, as it organises the 'Trophées du Commerce 2018'. Eventually, the home page offers three links: 'More information', 'The brochure' and 'The pictures'. It could a good idea to offer a brochure on the website of the CFCI as well.

What's more, an overview like here above, presents very well the position of the CCI France Belgique.

When going to the next option 'The team', the page offers a clear and structured page of the employees of the CCI France Belgique. What is interesting about this page is that it also gives information about the President, the Vice-Presidents and the 'Administrators'. The CFCI can certainly do this as well with the Chairman Yann Toutant e.g., but also other members of the board of directors.

The third and fourth option 'Services and 'Formations' offers more or less the same information as the CFCI does. Moreover, the formation consists of a Hub that the CFCI does not have.

However, the fifth option 'Events' has an interesting element. It provides namely the direction of an event on Google Maps and immediately the price of participating to an event. In this way, the French Chamber makes it easier for its visitors to understand and to find information.

Social media

It is remarkable that the CCI France Belgique does not well maintain well its social media. The only social media platform that is used is LinkedIn, on which the last information was posted ten months ago.

The French Chamber of Commerce in Sweden

What is interesting about the French Chamber of Commerce in Sweden, the CCFS, is the option of a presentation about Sweden which involves a country presentation, the French presence in Sweden, the Swedish presence in France, the newsletter and doing business in Sweden and finally some useful links. The useful links are from other institutions that are important to the Franco-Swedish business relationship.

Social media

The cover picture of the CCFS on Twitter, LinkedIn and Facebook is the same. The CCFS however, posts with irregularity on its three social media platforms, but does however offers useful information about events and actualities.

Coding tabels : Desk research

Label colours with inks to the operationalisation model
Communication platforms = CP
Timing = T
Frequency = F
Content = C

French Chamber's number	Name of French Chamber
1	The French Chamber of Commerce in Great Britain (CCFGB)
2	The German-French Chamber of Industry and Commerce (AHK)
3	The French American Chamber of Commerce (FACCNYC)
4	The French Chamber of Commerce in Singapore (FCCSingapore)
5	The French Chamber of Commerce in Hong Kong (FCCIHK)
6	The French Chamber of Commerce in Barcelona (CCI France Espagne)
7	The French Chamber of Sweden (CCFS)

Code	Respondent	Data
CP	1	Magazine, press releases, Facebook, LinkedIn, Twitter
	2	Magazine, Twitter
	3	Facebook, Twitter, LinkedIn, Instagram, Youtube, newsletter, Google, video
	4	Blog, Facebook, LinkedIn
	5	Newsletter, Twitter, Facebook and Instagram
	6	LinkedIn
	7	Newsletter

Code	Respondent	Data
T	1	In the afternoon.
	2	In the lunch break.
	3	Especially. the morning.
	4	Especially in the morning around 11 a.m.
	5	Also, especially in the morning.
	6	The time of publishing variates.
	7	The CCI France Belgique does not maintain its social media very well.
	8	Irregular

Code	Respondent	Data
F	1	The AHK posts irregularly information.
	2	The FACCNYC publishes every four days a post.
	3	Every three days.
	4	Almost every three days.
	5	Every two days.
	6	Every day.
	7	Last post was ten years ago.
	8	Irregular

Code	Respondent	Data
C	1	Member offers, books, photos, French-British actualities, both French and British market, events, services.
	2	Job offers, study programmes, doing business in France and Germany, events, services.
	3	Both French and American market, members, actualities, events, strengths of doing business in Singapore, member discounts.
	4	Discounts from members, events.
	5	Market approach, the French's board, business plans, annual budgets, services, events and translation services, infographics, general content like International Happiness Day, member discounts and an own charity funds.
	6	Business services, French and Spanish markets, job offers, French-Spanish actualities.
	7	Board of directors, overview of facts of the French Chamber, events, members,
	8	Doing business in both Sweden and France, services, members, events.

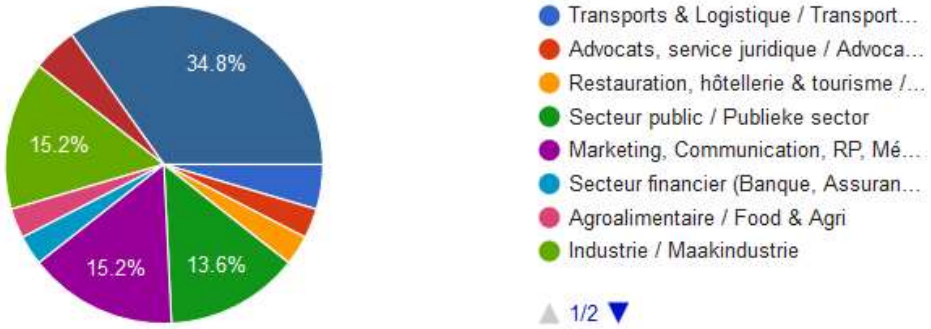
Code	**Answers & frequency of the same answers**
CP	Magazine (2), press releases (1), Facebook (4), LinkedIn (4), Twitter (4), Instagram (2), Youtube (1), newsletter (3), Google (1), video (1), blog (1).
T	Morning (4), afternoon (2), lunch (1), irregular (3)
F	Irregular (3), every day (1), every four days (1), every three days (2), every two days (1)
C	Events (6), member offers (3), member news (8), French and foreign market news (5), infographics (2), general posts (1), in-company news e.g. board of directors (2)

Appendix 4: Online survey

In this chapter the survey data is presented. Therefore, a figure will present the results of each question. The total number of respondents is 66.

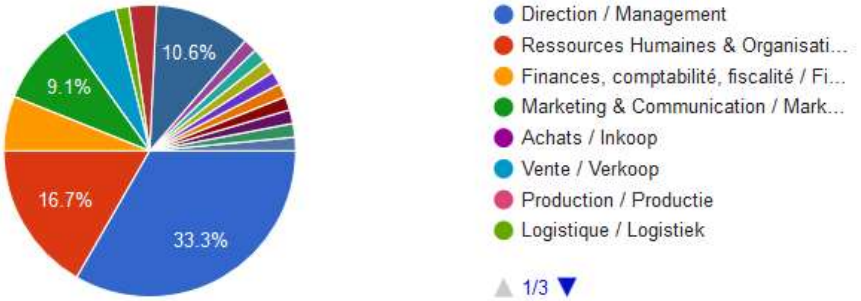
1. Dans quel secteur travaillez-vous? / In welke sector bent u actief?

66 responses



2. Dans quel département travaillez-vous au sein de vo Op welke afdeling bent u werkzaam binnen uw bedrijf?

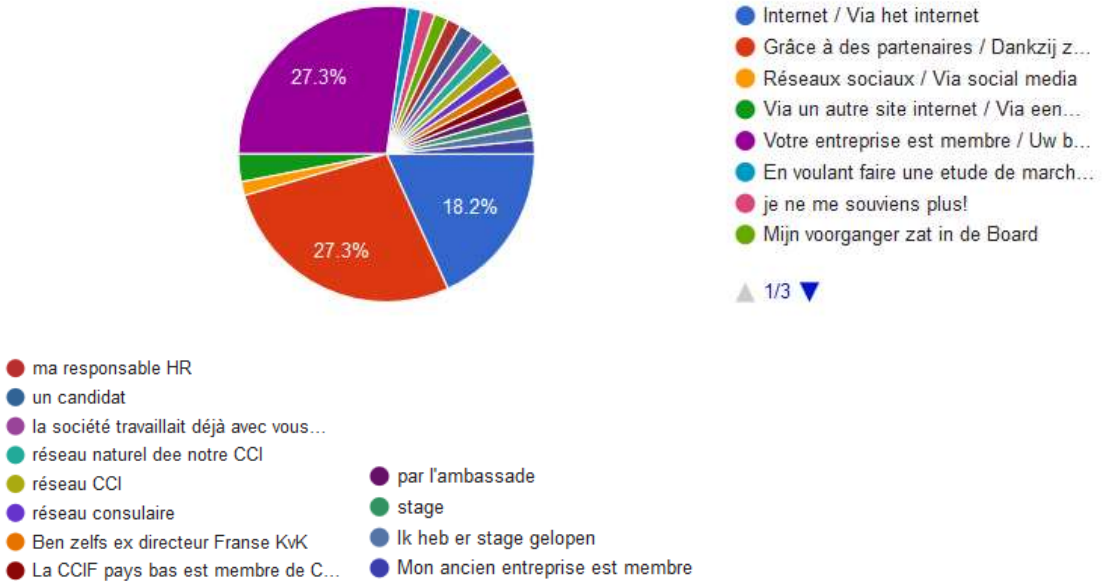
66 responses



- Recrutement / Werving
- Autre / Overig
- Service client / Klantenservice
- Export / Export
- Etant zzp : tous les départements
- retraitée bénévole pour les français r...
- Foreign investments
- Zakelijke juridische dienstverlening
- juridique
- Service affaires européennes et coo...
- comme (ancienne) consule honoraire de France j'ai des contacts avec les maires, les commissaires du Roi, les universités de Nimègue, Twente et Wageningen
- Opération
- Developpement economique

3. Comment avez-vous connu la CCI France Pays-Bas? / Hoe heeft u de Franse Kamer van Koophandel gevonden?

66 responses

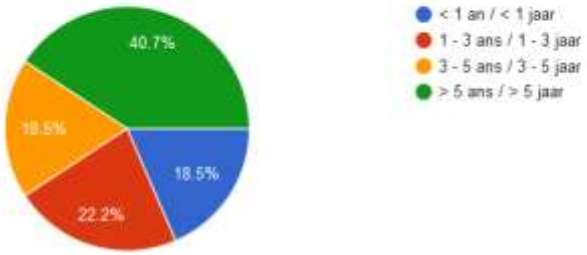


4. Quelle est votre relation avec la CCI France Pays-Bas? / Wat is uw relatie met de Franse Kamer van Koophandel?

66 responses

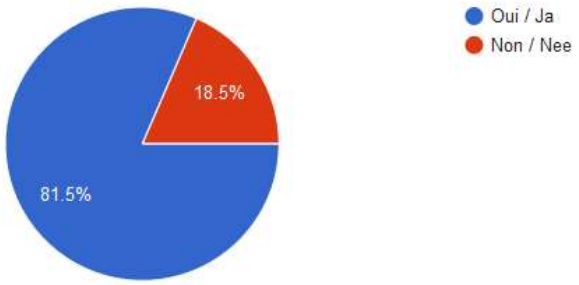
5. Depuis combien de temps êtes-vous en contact avec la CCI France Pays-Bas ? / Hoelang bent u al in contact met de Franse Kamer van Koophandel?

54 responses



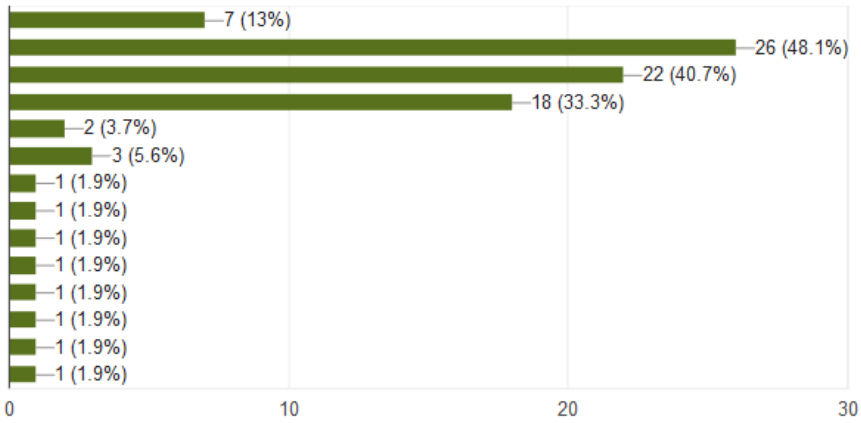
6. Avez-vous déjà consulté notre site internet ? / Heeft u ooit onze website bezocht ?

54 responses



7. Si oui, quelles informations avez-vous cherché? / Zo ja, over welk onderwerp heeft u informatie gezocht?

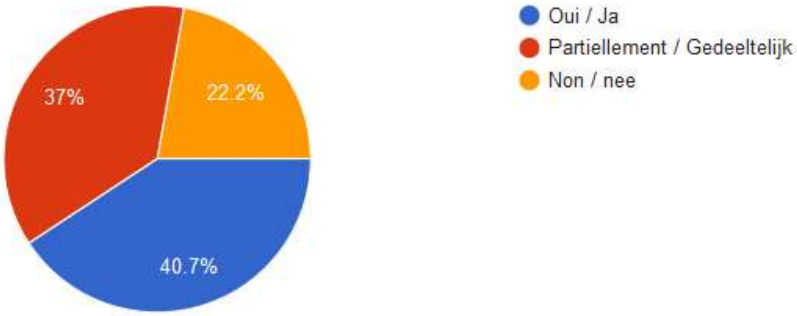
54 responses



1. Devenir membre / Lid worden
2. Les événements / De evenementen
3. Services aux entreprises / De dienstverlening
4. Des coordonnées / De contactgegevens
5. Comment entreprendre au niveau international / informatie over internationaal ondernemen
6. Offre d'emploi / Vacatures
7. Ik heb de website niet bezocht
8. J'ai répondu non à cinq
9. Puur om even te kijken
10. Pas de consultation du site internet
11. J'ai répondu non
12. Pour information
13. Nvt

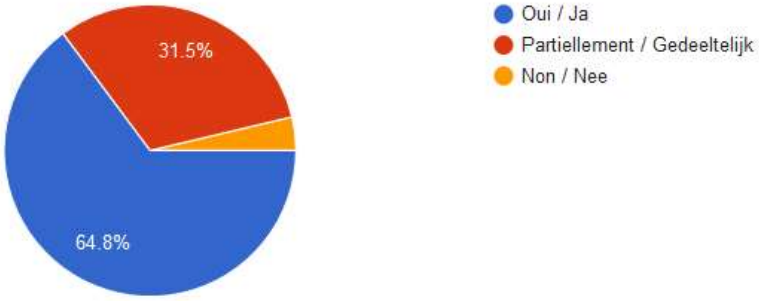
8. Connaissez-vous les services commerciaux et de réseau de la CCI France Pays-Bas? / Heeft u het gevoel dat u op de hoogte bent van de diensten van de Franse Kamer van Koophandel?

54 responses



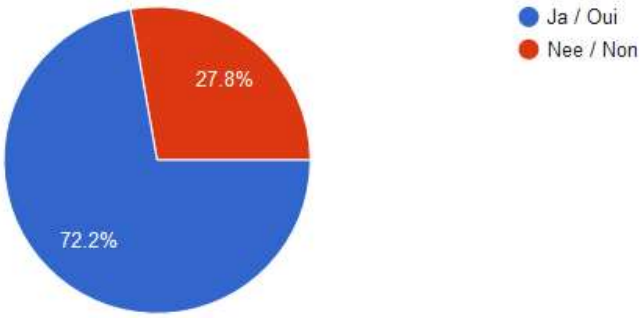
9. Pensez-vous que la CCI France Pays-Bas joue un rôle important dans les relations d'Affaires Franco-Néerlandaises? / Denkt u dat de Franse Kamer van Koophandel een belangrijke rol speelt op gebied van de Frans-Nederlandse handelsbevordering?

54 responses



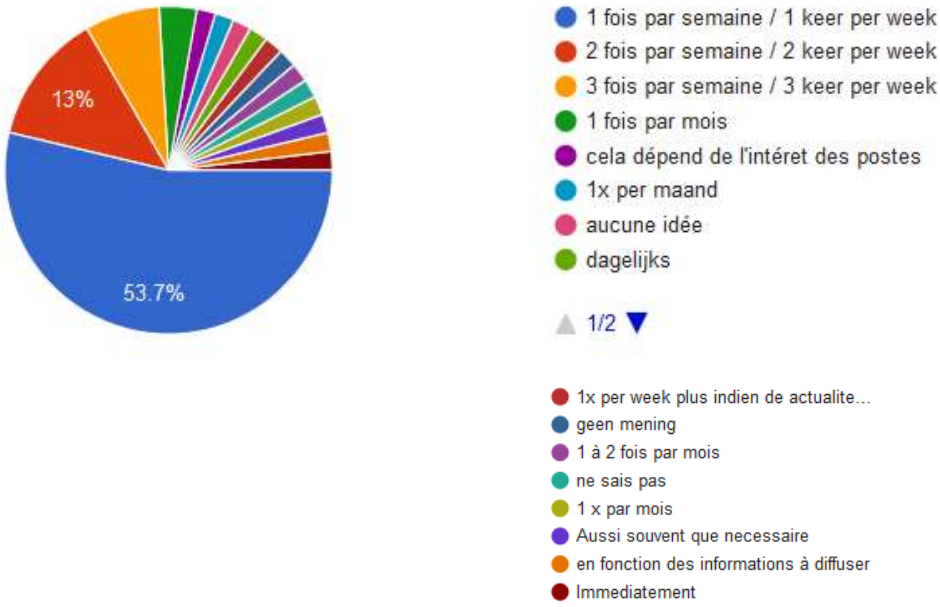
10. Utilisez-vous les réseaux sociaux tous les jours ? / Bent u elke dag online op social media?

54 responses



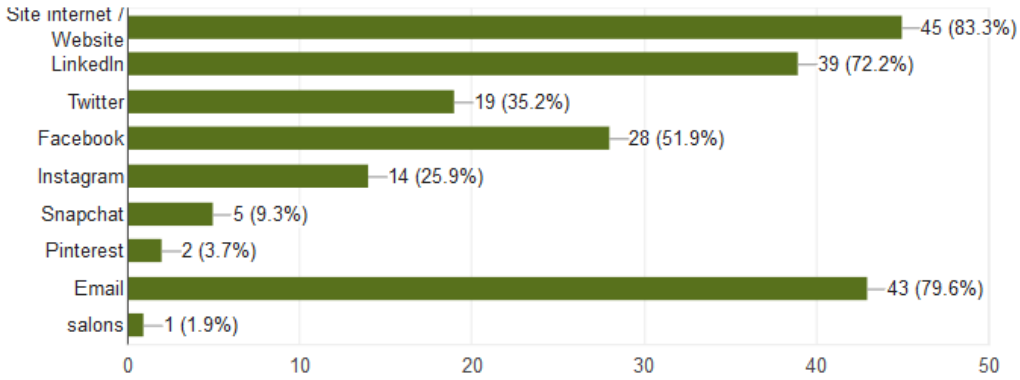
11. Selon vous, à quelle fréquence devrions-nous publier des posts sur l'actualité et les activités de la CCI France Pays-Bas? / Wat is volgens u het juiste aantal social media posts met betrekking tot de informatie en activiteiten van de Franse Kamer van Koophandel?

54 responses



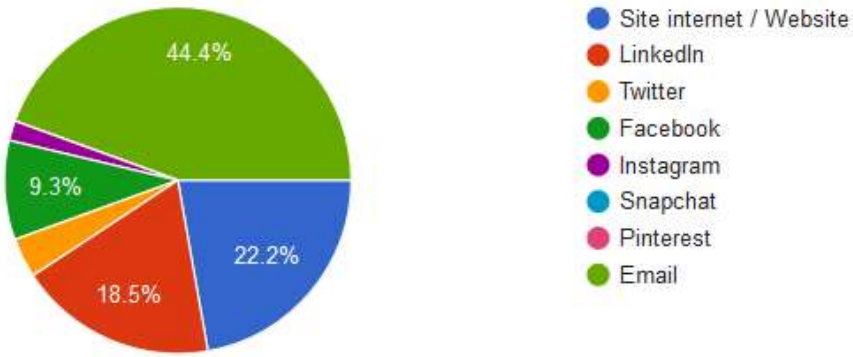
12. Quelles plateformes de communication utilisez-vous ? (plusieurs réponses possibles) / Welke communicatieplatformen gebruikt u in het algemeen? (meerdere antwoorden mogelijk)

54 responses



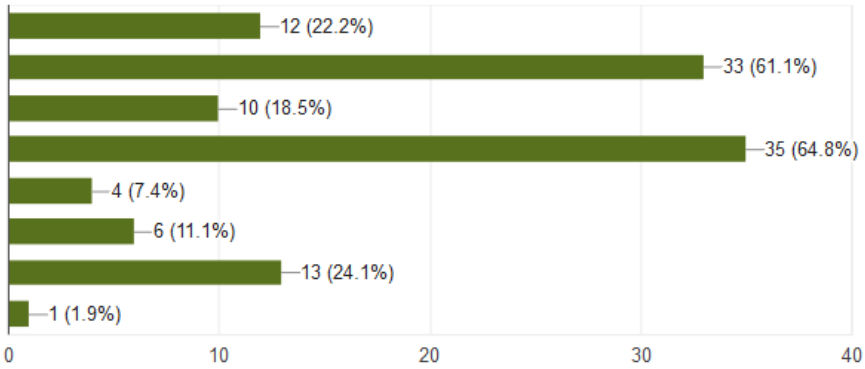
13. Laquelle utilisez-vous le plus ? / Welk communicatieplatform gebruikt u het meest?

54 responses



14. Quel(s) moyen(s) de communication appréciez-vous ? (plusieurs réponses possibles) / In welke vorm zou u informatie willen ontvangen? (meerdere antwoorden mogelijk)

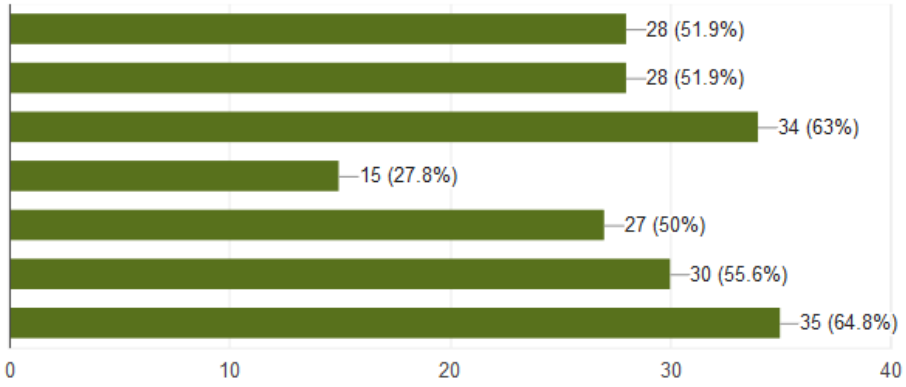
54 responses



1. Blogs / Blogs
2. Articles / Artikelen
3. Audiovisuel / Audiovisuelen
4. Email newsletter / Email nieuwsbrief
5. Vlogs / Vlogs
6. Podcasts / Podcasts
7. Communiqués de presse / press releases
8. Mais pas par email – sur LinkedIn seulement

15. Quels sujets vous intéressent ? (plusieurs réponses possibles) / In welke onderwerpen bent u geïnteresseerd? (meerdere antwoorden mogelijk)

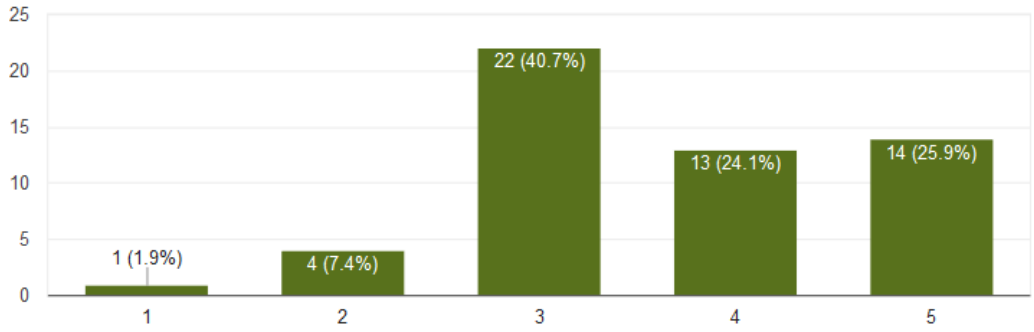
54 responses



1. La legislation aux Pays-Bas et en France / De regelgeving in Nederland en Frankrijk
2. Faire du business aux Pays-Bas et en France / Zakendoen in Nederland en in Frankrijk
3. Les événements de la CCI France Pays-Bas / Evenementen van de Franse Kamer van Koophandel
4. Des témoignages / Best practices
5. Les marchés économiques en France et aux Pays-Bas / De economische markt in Frankrijk en Nederland
6. Les actualités des entreprises
7. Les tendances économiques aux Pays-Bas et en France / Economische trends in Nederland en Frankrijk

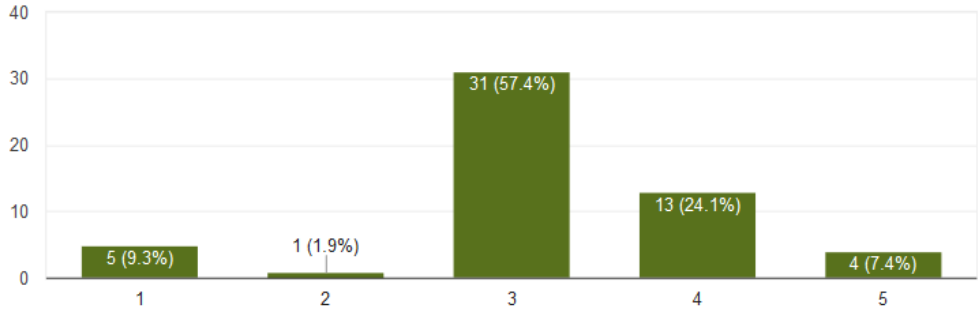
16. J'apprécie de lire régulièrement du nouveau contenu sur le site internet et les réseaux sociaux de la CCI France Pays-Bas / Ik vind het interessant regelmatig nieuwe informatie te lezen op onze website en social media

54 responses



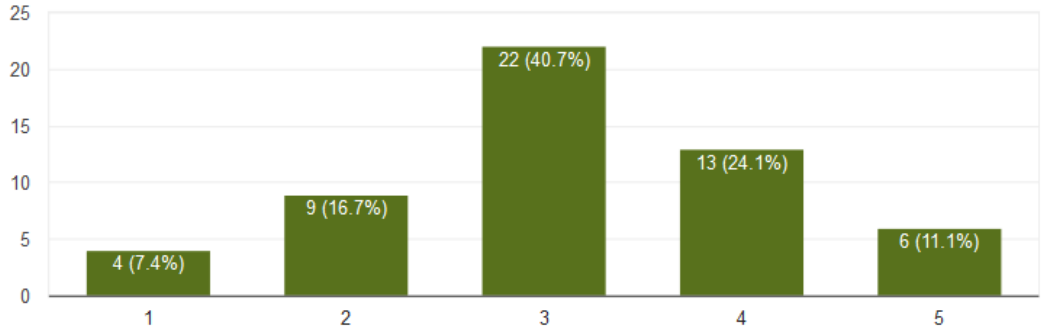
17. La CCI France Pays-Bas propose régulièrement des informations actuelles sur son site internet et ses réseaux sociaux / De Franse Kamer van Koophandel plaatst actuele, nieuwe informatie op haar website en social media

54 responses



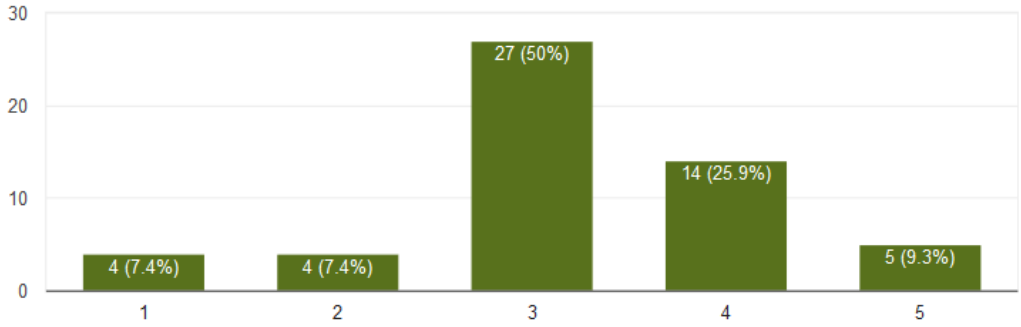
18. Je me sens concerné(e) par les publications par la CCI France Pays-Bas / Door de gepubliceerde content voel ik me betrokken bij de Franse Kamer van Koophandel

54 responses



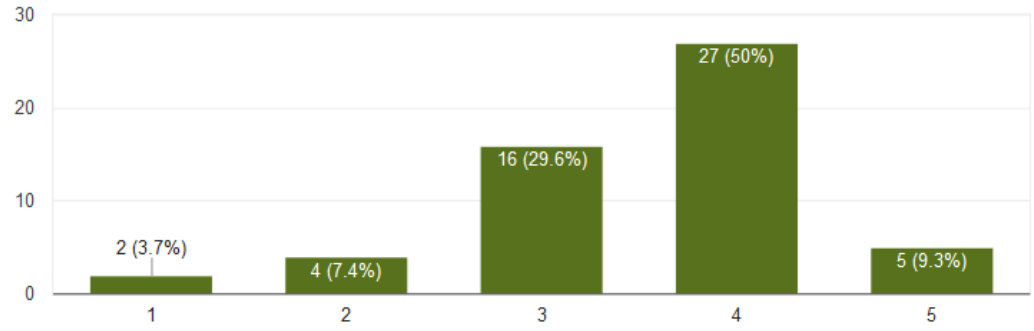
19. Notez la pertinence du contenu publié sur notre site internet et nos réseaux sociaux / Hoe relevant is de informatie op onze website en social media ?

54 responses



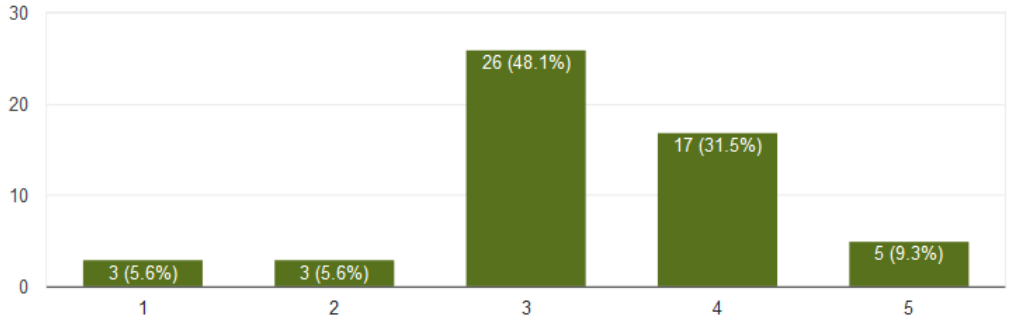
20. Le contenu de notre site internet représente bien le rôle joué par la CCI France Pays-Bas / De informatie op onze website geeft mij een duidelijk beeld van de taak van de Franse Kamer van Koophandel

54 responses



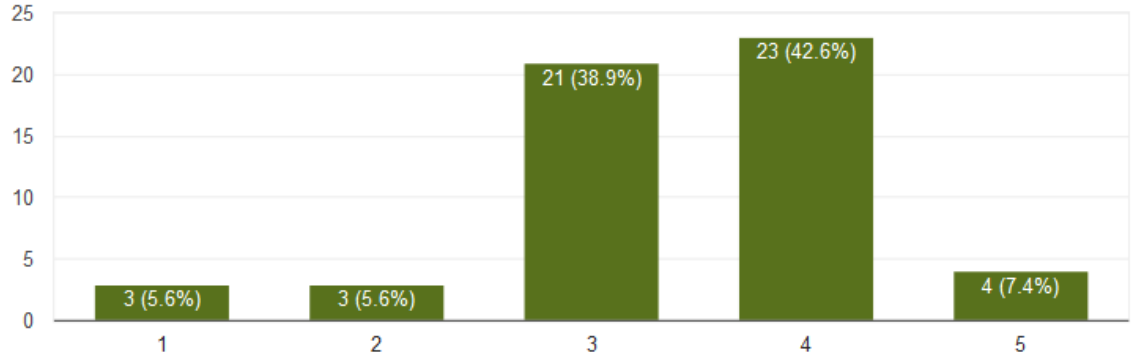
21. Les informations publiées sur nos réseaux sociaux correspondent bien aux rôles de la CCI France Pays-Bas / De informatie op onze social media geeft mij een duidelijk beeld van de taken van de Franse Kamer van Koophandel

54 responses



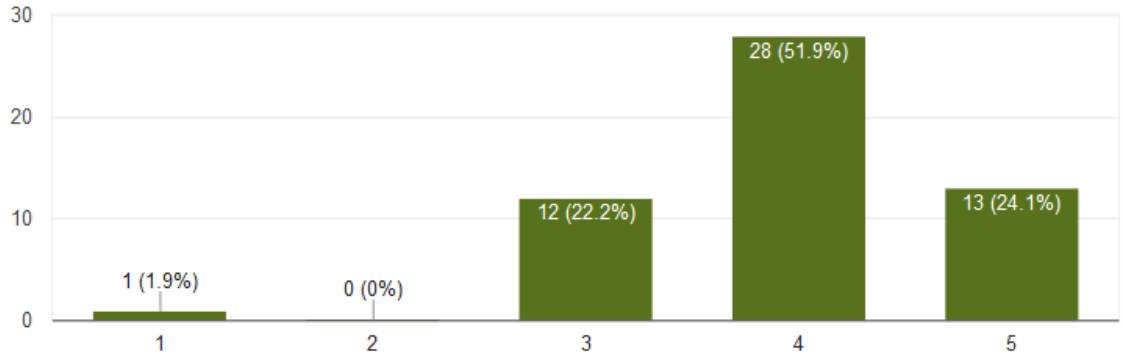
22. Le contenu publié sur notre site internet et nos réseaux sociaux est informatif / De geplaatste informatie op onze website en social media is informatief

54 responses



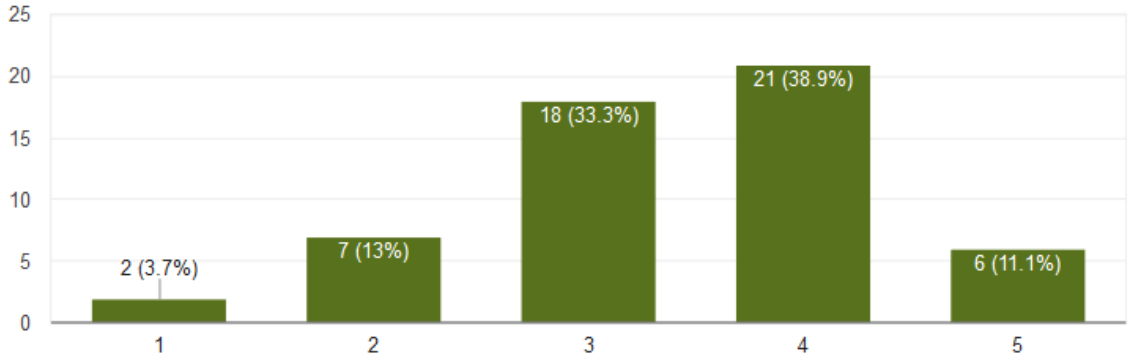
23. Selon vous, le contenu publié est-il fiable? / Hoe betrouwbaar is de informatie volgens u?

54 responses



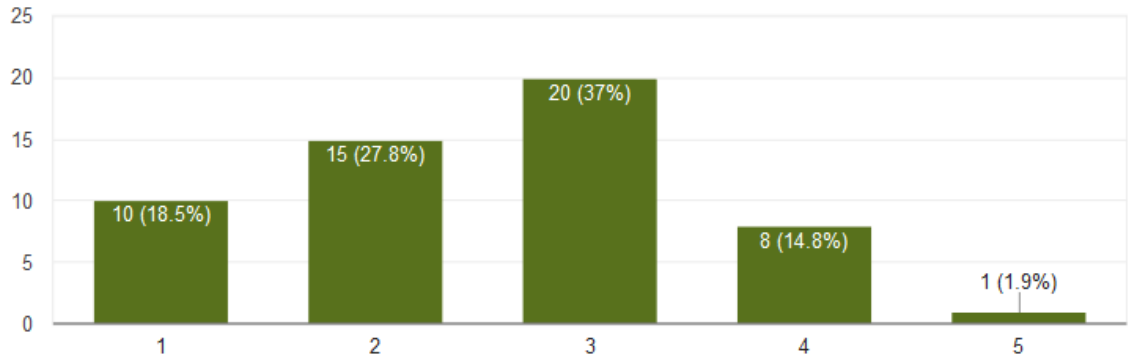
24. Selon vous, les informations publiées sont-elles utiles ? / Hoe waardevol is de informatie volgens u?

54 responses



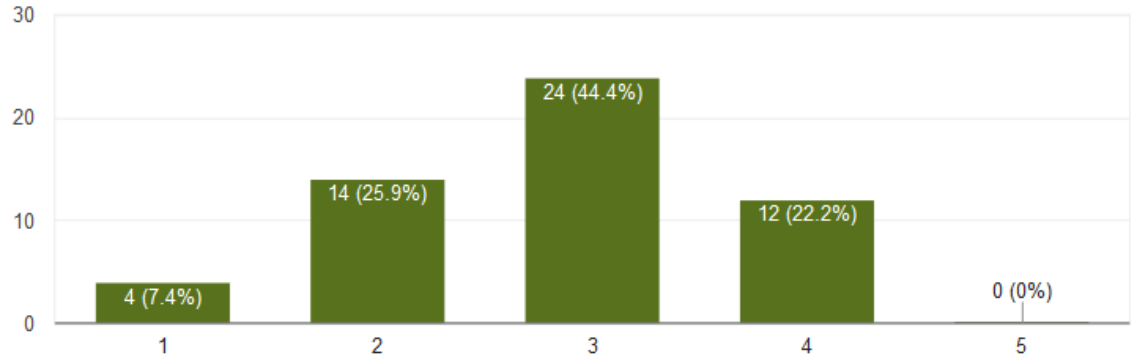
25. Les informations trouvées sur notre site internet vous ont aidé à résoudre un problème / De informatie op onze website heeft een zeker probleem opgelost

54 responses



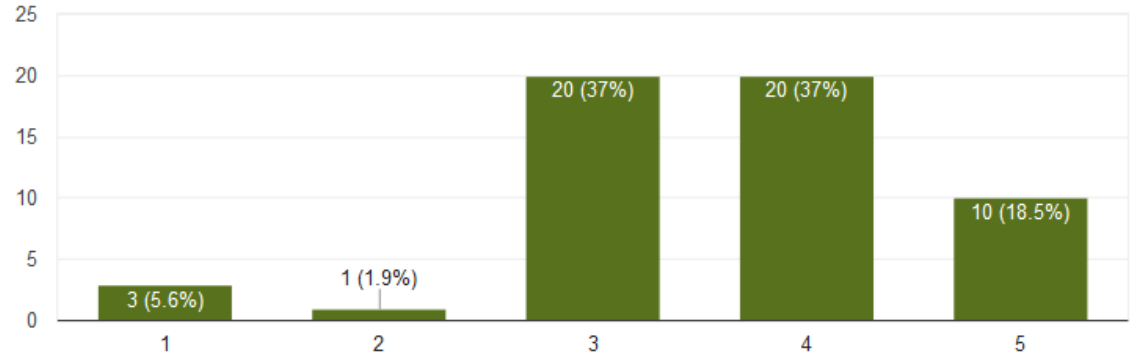
26. Notez l'originalité du contenu publié sur notre site internet et nos réseaux sociaux ? / Hoe origineel is de informatie op onze website en social media voor u?

54 responses



27. L'information est claire et facile à lire / De informatie is duidelijk en makkelijk te lezen

54 responses



28. Avez-vous des conseils et recommandations pour améliorer notre site internet et nos réseaux sociaux ? / Heeft u nog verdere opmerkingen, tips of aanbevelingen voor het verbeteren van onze website en social media?

54 responses

non (13)

- (2)

Afficher plus de contenu vidéo...

Non

ik heb nooit social media post gezien

bien comprende l'aspet & succes commercial, video?

Peut etre créer une page Facebook.

Oui faire intervenir des gens dont c'est le métier, des personnes qui savent écrire et qui sauraient dynamiser votre Comm.

/

D'avantage d'informations sur les entreprises innovantes en France et aux Pays bas

merci

pas de conseils

geen

Il n'y a pas la possibilité de répondre 'on ne sait pas' donc à chaque fois j'ai répondu '3' . Je ne connais pas votre site.

.

Nee

Partager du contenu intéressant, plus de témoignages d'entreprises inspirantes

Geen

la galerie photo's n'est pas bien accesible

NON

ga zo door!

More companies / business updates

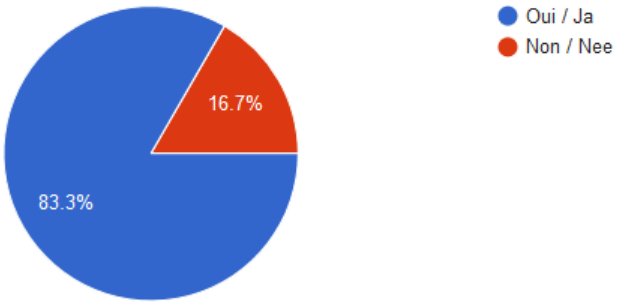
Concentreer aandacht op de website. sociale media geven nauwelijks ene toevoeging voor een instituut als de CCI
non ce n'est pas mon metier mais certaines info (ex Capa) sont introuvables/pour les pub c'est en pdf cela devrait etre plus facilement accessible
Ik vind de nieuwsbrieven het makkelijkst want via Social krijg je zoveel info binnen en wordt het anders geprioriseerd dus mis je dingen.
neen
No
Envoyer un email donnant votre contact sur les réseaux sociaux
aucun
ras
pas de commentaire
continuer à coller à l'acctualité
no

ne suis pas assidue
Diffuser une information la plus concise possible
Suivre entre autre les infos communiqués par BusinessFrance et crux par NL Ambassade á Paris afin de raviver votre présence par ex sur Linkedin
Je trouve votre site intéressant et très utile .
ameliorer le design ux
nee
Je trouve très facile de circuler sur votre site, d'y trouver les informations que l'on recherche, même si son style graphique n'est pas très attrayant...
Zou wat actiever kunnen zijn op LinkedIn

Results from the prospects

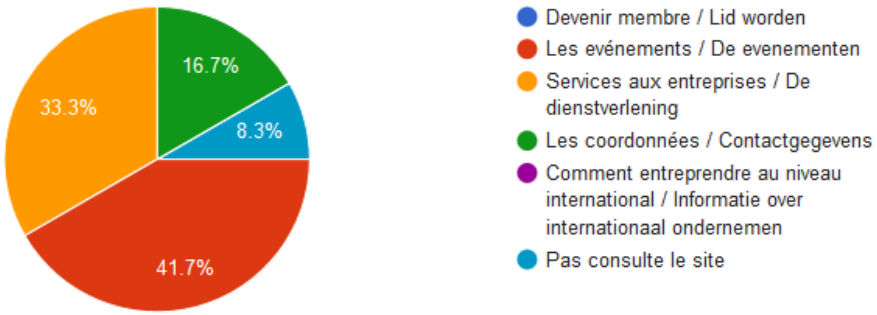
5. Avez-vous déjà consulté le site internet de la CCI France Pays-Bas ? / Heeft u ooit de website van de Franse Kamer van Koophandel bezocht?

12 responses



6. Si oui, quelles informations avez-vous cherché? / Zo ja, over welk onderwerp heeft u informatie gezocht?

12 responses



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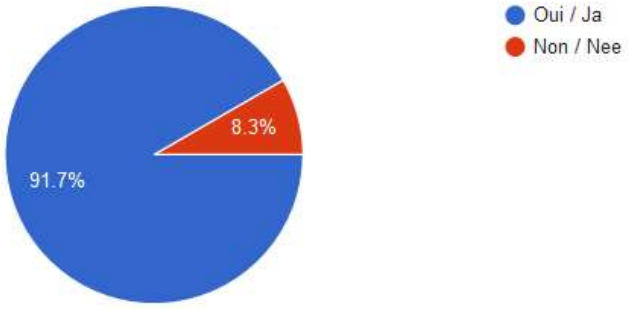
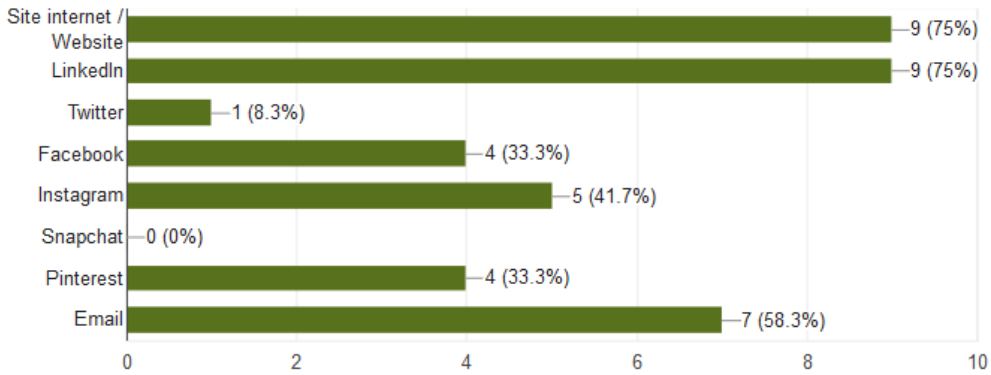
12 responses



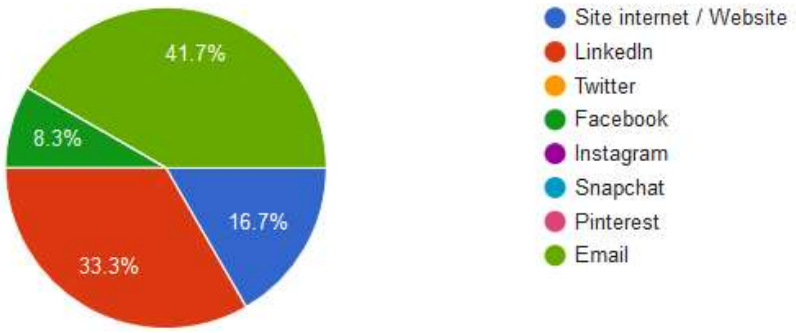
8. Quelles plateformes de communication utilisez-vous ? (plusieurs réponses possibles) / Welke communicatieplatformen gebruikt u in het algemeen? (meerdere antwoorden mogelijk)

12 responses



9. Laquelle utilisez-vous le plus ? / Welk communicatieplatform gebruikt u het meest?

12 responses



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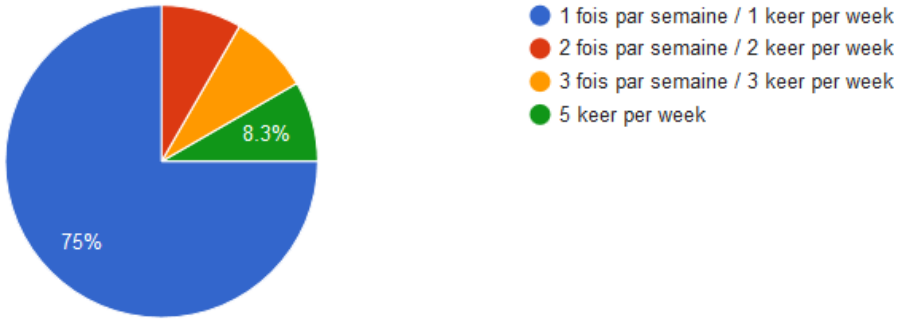
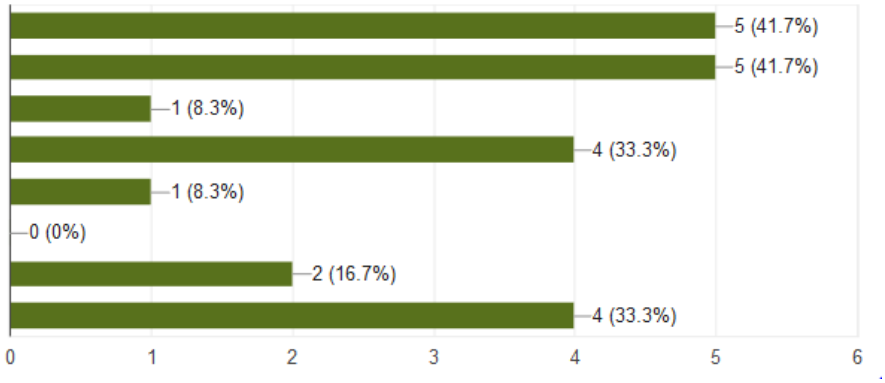
12 responses



11. Quel(s) moyen(s) de communication appréciez-vous ? (plusieurs réponses possibles) / In welke vorm zou u informatie willen ontvangen? (meerdere antwoorden mogelijk)

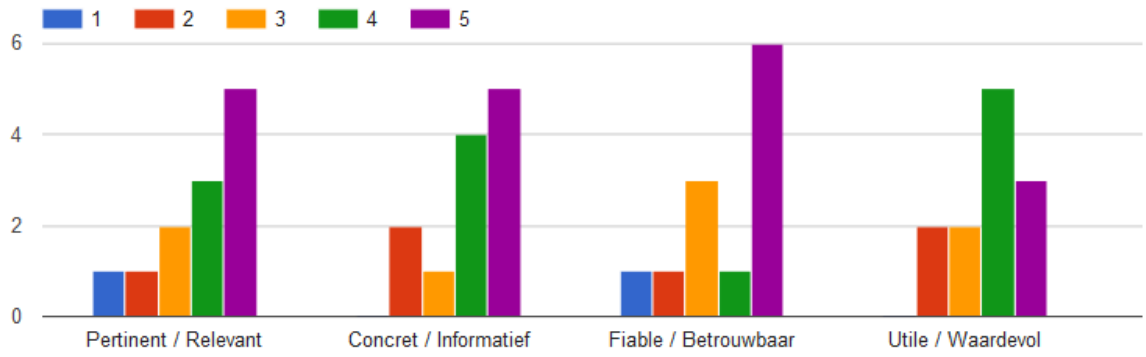
12 responses

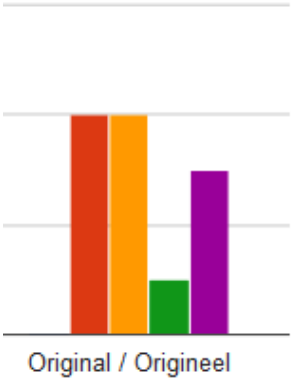


1. Blogs / Blogs

2. Articles / Artikelen
3. Audivisuel / Audiovisueel
4. Email newsletter / Email nieuwsbrief
5. Vlogs / Vlogs
6. Podcasts / Podcasts
7. Communiqués de presse / Persberichten
8. Posts / Posts

12. Selon vous, il est important, que le contenu publié sur notre site internet et nos réseaux sociaux soit: (1= pas important, 5= très important) / Hoe belangrijk is het volgens u dat de content op onze website en social media de volgende elementen bevat? (1= niet belangrijk, 5= belangrijk)





13. Pourquoi n'êtes-vous pas encore membre ou n'avez-vous pas encore utilisé un de nos services? / Waarom bent u nog geen lid van onze Kamer geworden of heeft u nog niet één van onze diensten gebruik gemaakt?

12 responses

14. Avez-vous des conseils et recommandations pour améliorer notre site internet et nos réseaux sociaux ? / Heeft u nog verdere opmerkingen, tips of aanbevelingen voor het verbeteren van onze website en social media?

12 responses

- (2)
Non (2)
ras, fiable, concret, et contact très rapide
KEEP GOING
non
Poster plus souvent
NON
Nee
n/a
Plus d'interaction

Appendix 5: Cost estimations for recommendations

Cost estimation for Content Planning

The Content Planning includes a planning for publishing weekly content. The content planning can be made every week due to the topics that are popular that week. Of course, a content planning can be also made per month. Therefore, two scenarios have been made.

Scenario 1 – Weekly Content Planning

Step 1: Meeting

1 meeting per week = 45 minutes (15 minutes per subject)

= discussion of potential topics and creating a post (content)

Employees in charge of marketing = 1 intern, 1 employee

Posts per week = 3 times a week

Salary of an intern per hour = €2,27

Average salary of an employee per hour = €34

Meeting costs per week = 0,75 x €2,27 + 0,75 x €34 = €1,71 + €25,50 = €27,21

Step 2: Posting of content

Creation of content and scheduling on Twitter and LinkedIn

Needed time : 1 hour (intern)

Costs for publishing = 1 x €2,27 = €2,27

Step 3 : Computer costs

Energy costs of computer (per kwh) = €0,20

Depreciation of computer per week = €171,- / 52 = €3,29

Total computer costs = €3,29 + €0,20 = €3,49

Step 4: Total costs per week

Total costs per week = €2,27 + €27,21 + €3,29 = €32,77

Scenario 2 – Monthly Content Planning

Costs per week x 26 weeks = €32,77

€32,77 x 26 = €852,02

Total costs content planning per year = 12 x €852,02 = €10.224,24

Cost and benefits estimation of implementation of a blog (publishing on a weekly basis)

Step 1: Expected time investment for a blog for half a year (September – January)

Number of months: 6

Number of days per month: 30

Number of working days per month: 22

Number of working hours per day: 8

Needed persons for blog: 2 interns (one French, one Dutch), 1 employee (Final Check)

Number of expected time investment per week for an intern: 6 hours in total (3 hours each)

Number of expected time investment for an employee: 1,5 hours

Period of blog testing = 6 months (September – January)

Step 2: Costs of employees for blog

The salary of an intern at the *CFCI* = €400,- per month.

Salary of intern per day: €400 / 22 = €18,18

Salary of intern per hour: €18,18 / 8 = €2,27

Salary of employee at the CFCI = an average of €34,- per hour.

Step 3: Costs of blog

WordPress = €0,-

Exchange rate = 1$ = €0,8378

Domain name = $14,99 a year x 0,8378 = €12,56 per year

Web hosting = $7,99 per month x 0,8378 = €6,70 per month

Step 4: Costs of computer

Price of purchase of a computer = €684,-

Depreciation of a computer = €171,- (based on a period of 4 years, with a residual value of €0,-)

Computer consumption of energy per year = 200 kw/h

Price for electricity = €0,20 kw/h

Step 5: costs of work place

Rent incl. service costs per m2 per year = €125,-

Work space of one intern= 3,45 m2

Costs per month per work space intern = (€125,- x 3,45) / 12 = €35,94

Per hour = (€35,94 / 22) / 8 = €0,21

Step 6: total costs for a period of 6 months

Labour costs = (6 x €2,27 + 1,5 x €34) x 26 weeks = €64,62 x 26 = €1680,12

Costs of blog = (€12,56 / 2) + (€6,70 x 6) = €46,48

Energy costs of computer (per kwh) = €0,20 x 7,5 x 26 = €39,-

Depreciation of computer = €171,- / 2 = €85,50

Costs of office space = €0,21 x 7,5 x 26 = €40,95

Total costs for 6 months = €1680,12 + €46,48 + €39 + €85,50 + €40,95 = €1892,05

Estimated percentage of indirect costs : 15% = €283,81

Total costs for 26 blogs = €283,81 + €1892,05 = €2.175,86

Cost per blog = €2.175,86 / 26 = 83,69

It is also possible to leave out Wordpress, due to the fact that this tool is not necessarily needed for a blog. The *CFCI* can also upload its blog on its own website. However, this would mean that no notifications are sent to the target group, but the blog can still be shared through social media by the *CFCI*. Therefore, the total costs will be : €46,48 (blog costs) / 26 = €1,79. Considering the advantage of immediate notifications compared with the additional costs, it is recommended to make use of Wordpress.

Step 7: Estimated benefits per 6 months

Yearly turnover = €370.000

Revenue of 1 'patronage' member = €2317,-

Revenue of 1 client = €2420,-

Goal = growth of 3% of turnover = (€370.000 x 0.03) / 2 = €11.100,- / 2 = €5.550,-

Number of wanted patronage members = (€5.550,- / €2317,-) = 2,4 → 3

Or number of wanted clients = €5.550,- / €2420,- = 2,3 → 3

Conclusion: When the *CFCI* achieves 3 new contacts in a period of 6 months, the target of a 3% growth of turnover, will be realised. Additional turnover of 3 contacts has an average amount of €7.105,50 (€2317,- + €2420,- / 2 x 3), where the goal was an amount of €5.550,-. The costs to achieve this are: €2.175,86 based on a period of 6 months.

The net benefit for the *CFCI* will eventually be €7.105,50 - €2.175,86 = €4.929,64.

Cost estimation for SEO / SEA

1. Create a list of key words: make up a list of around 10 words that correspond with the activities of your company.
2. Find similar key words: Find synonyms for the words that have been found in the first step.
3. Estimate your research volume of searches.
4. Evaluate the competition per key word.
5. Establish a scale for the index of interest and feasibility.
6. Compile the two indices and determine the keywords to optimize
7. Study the positioning of your pages on these keywords
8. Elaborate long tail queries around the keywords you have selected

Single event: Expected time needed for SEO = 2 working days, so 16 hours

Needed number of employees = 1 intern, 2 employees

Needed time to discuss SEO (meeting) = 1 hour

Implementation of SEO by an employee of the *CFCI* = 1 working day, so 8 hours

Total labour costs = (€34,- x 10) + (16 x €2,27) = €376,32

Average price of SEA per word, per click in the Netherlands = 1,5$ = 0,8378 x 1,5 = €1,26

1,26 / 100 x 56 = €0,71

Cost estimation for paid advertising tools (on LinkedIn)

When publishing paid adds on LinkedIn, different price categories can be applied. The prices are based on three options: total budget, daily budget and setting bids. Then the ad pricing can be chosen: cost-per-click (CPC), Cost-per-1,000-impressions (CPM) and Cost-per-send (CPS).

It depends fully per campaign what the costs will be for the CFCI.

In terms of labour costs, the estimated needed time is 8 hours to create a good campaign: 4 hours for the intern, 4 for another employee in order to check and discuss.

Total labour costs = €2,27 x 4 + €34 x 4 = €9,08 + €136 = €143,08